

**FACTORS INFLUENCING IMPLEMENTATION OF
MONITORING AND EVALUATION IN WATER PROJECTS IN
KENYA: A CASE OF NON-GOVERNMENTAL
ORGANISATION WATER PROJECTS IN KAJIADO COUNTY**

BY

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**A Research Project Report submitted in partial fulfillment of the
Requirements for the Award of the Degree of Master of Arts in Project
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DECLARATION

This research project report is my original work and has not been presented in any other university or institution of higher learning for any award.

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DEDICATION

I dedicate this project report to my dear husband Isaiah Mboto, my beloved children Deborah Moraa, Joshua Mirera and Moses Gichana. I dedicate this project also to my beloved father the late Thomas Nyamongo, my beloved mother Jerusa Ondieki Nyamongo and the entire Nyamongo family for all the support they have given me over the years in my pursuit of education. Similarly, I dedicate this project to my beloved parents-in-law Solomon Gichana and Jemima Gichana and the entire Gichana family for their support throughout this project.

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LIST OF ABBREVIATIONS AND ACRONYMS

CBO	Community Based Organizations
CIDP	County Integrated Development Plan
CSO	Civil Society Organisation
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
IFAD	International Fund for Agricultural Development
INTRAC	International NGO Training and Research Centre
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NWSS	National Water Services Strategy
OECD	Organisation for Economic Co-operation and Development
USAID	United States Agency for International Development
WUA	Water Users Associations

ABSTRACT

Monitoring and evaluation has gained prominence as a key tool for program success. Thus, NGOs have strived to integrate M&E system to promote program performance. The implementation of M&E by these NGOs is influenced by a number of factors. The purpose of this study was to determine the factors influencing implementation of monitoring and evaluation in NGOs water and sanitation projects in Kajiado County. The study was guided by the following objectives: to examine how stakeholders' involvement influence implementation of monitoring and evaluation in NGOs water and sanitation projects in Kajiado County; to determine the extent to which resource availability influence implementation of monitoring and evaluation in NGOs water and sanitation projects in Kajiado County; to establish the extent to which technical expertise influence implementation of monitoring and evaluation in NGOs water and sanitation projects in Kajiado County; and to assess how the use of appropriate tools and guidelines for M&E influence implementation of monitoring and evaluation in NGOs water and sanitation projects in Kajiado County. The study adopted descriptive survey design. The data was collected through a self-administered structured questionnaire. The research instrument was piloted for validity through content validity to check if the content was relevant. The reliability of the instrument was tested through Spearman coefficient. A sample size of 56 practitioners was selected using stratified sampling from a target population of 64 practitioners implementing water projects in Kajiado County. The data collected was analyzed by descriptive statistics using of a computer software SPSS version 20.0. Correlational analysis was conducted to determine factors influencing implementation of monitoring and evaluation in NGOs water and sanitation projects so as to find out whether the independent variables under study actually influenced implementation of M&E. Descriptive statistics such as frequencies and percentages were used to describe the data. The analyzed data was presented in form of tables. The study found out that stakeholder involvement was a factor influencing implementation of M&E with a support of 82% and a correlation coefficient of 0.792. The study also found out that resource availability was a factor influencing implementation of M&E with 92% giving an affirmation with a correlation coefficient of 0.900. The study also found out that technical expertise was a factor influencing implementation of M&E with 77% asserting its significance and a correlation coefficient of 0.793. The study further revealed that M&E tools and guidelines was a factor influencing implementation of M&E with 81% attesting to this and a correlation coefficient of 0.808. The study concluded that the factors under study influence the implementation of M&E activities. The study recommends that M&E officers and project managers be given in-service training to enhance their competencies and more resources allocated to M&E. The study further suggests that more research be carried out to determine the influence of leadership skills, donor demands and organisational culture on the implementation of M&E.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

There have been concerted efforts to make development programs more effective. This is evident paradigm shift focus from processes to results. This has put the development community under immense pressure to account for the use of resources and to show that their policies are improving the living conditions of the beneficiaries. This has brought to the fore the importance of monitoring and evaluating results and impacts of all development programs both nationally and internationally. Cleland (2004) noted that effective monitoring and evaluation guarantees the success of programs; M&E acts as a spotlight illuminating the program implementation path. Moreover, M&E informs the program teams and other stakeholders whether the program objectives are being achieved.

Lock (2007) argued that planning and control cycle constantly offers opportunities to change the project plan as the real situation unfold once implementation commences. During the implementation phase management increasingly relies on M&E to check the status of the project whether it is achieving its objectives efficiently as well as identify areas that need improvement. Monitoring reveals the extent of progress and achievement. It helps the project team know whether they are doing things right and helps respond with appropriate action. It encompasses activities, outputs, use of funds, indications on achievement of the objectives and unexpected effects or changes in the environment of the project (Gido, 2005). However, evaluation seeks to answer whether the project team is doing the right thing. It encompasses the rationale, design, implementation and results of the intervention. Thus, evaluation assesses the general framework, structure, process as well as the result (Leviton, 2003). Evaluation seeks to continually improve the delivery of the project by determining whether the intervention was successful in terms of effectiveness, efficiency, relevance, impact and sustainability.

The M&E activities are reflective processes aimed at learning from the experience. The processes involve observation and collection of information, analysis and assessment of findings, decision making regarding new action to be taken. Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive

processes (Engela and Ajam, 2010). This shows how important M&E is once the program commences. For this reason Meredith et al. (2010) argued that M&E is the opposite side of project selection and planning. The significance of M&E is no doubt certain in program management as it steers the program by keeping track of progress as well as checking whether program progress is being made with regard to pre-established objectives. M&E facilitate appropriate response action and promotes accountability by making information available in a structured and formalized manner concerning program implementation.

Moreover, M&E enable the assessment of different stakeholders' performance making them accountable to each other and to wider public (Leviton, 2003). M&E also focuses on causes of problems rather than the manifestation of problems which facilitate learning by drawing lessons from experience to continuously improve the relevance, effectiveness, efficiency, impact and sustainability of programs. M&E encourages organizational development by engaging all members of the organization in the M&E process which builds up the competencies of the staff. Furthermore, M&E enhances communication by identifying, clarifying, and conveying information on the project objectives and scope as well as providing numbers and facts that help explain the program logic; helps make an argument for the continuation, adjustment or termination of a program (Lock, 2007). Poister (2003) adds that it provides the means for supporting or refuting arguments, clarifying issues, promoting understanding of the aims and underlying logic of policies, documenting program implementation. Hence there is a need for establishment of rules for constructing minimum parameters for monitoring and evaluation for projects that can be used to track progress and effectiveness (Jha et al., 2010).

However, M&E still faces numerous challenges such as low prioritization compared to other activities due to limited resources (Cleland, 2006). M&E also faces resistance from staff and middle management for imminent fear of negative consequences such as dismissal arising from admitting and revealing mistakes. The senior management similarly fears losing funding should they open up to the donors especially if there are some mistake or misappropriation of funds. Worse still is the fact that a number of occasions M&E is carried out with uncertainty of the overall goal making the M&E results vague (World Bank, 2010). Furthermore, there is insufficient capacity to conduct comprehensive evaluations and the difficulty of ensuring

implementation of evaluation results due to often lack of basic M&E knowledge (Mackay, 2007).

1.1.1 Non-Governmental Organizations

The OECD (2012) describes NGOs as undisputable players in the development arena. This is a fact that most donors have come to terms with. This is revealed in the huge amounts the donors channel through the NGOs community. The Global perspective has revealed that 10% to 15% of all aids to developing countries are channeled through the NGOs (Askari, 2011). This amount is estimated to be in the tune of one trillion globally (Crawford, 2004). The NGOs have played a great role in providing basic social services touching every sector of the society. The NGOs work at micro-level and are therefore; able to reach the most disadvantaged and marginalized groups who are sometimes by-passed by state agencies. In addition, they are less bureaucratic, cheaper and more cost-effective to provide services at relatively low cost and faster. Moreover, they are also sensitive to the needs of the poor as they are embedded in their local culture and foster participatory approaches (INTRAC, 2008).

INTRAC (2008) showed that United States of America and Europe have successfully implemented M&E tools in their programs. Regrettably, many other regions have remained behind to incorporate M&E tools in managing programs. For instant, in Central Asia many Civil Society Organizations (CSOs) and specifically NGOs have left M&E activities to experts with very little participation of the beneficiaries. In Yemeni, M&E functions restricted to M&E department of a government agency using national guidelines. Yet, the government agencies do not prioritize M&E for the projects rendering such endeavors ineffective (Furman, 2001). In Armenia, the NGOs are yet to adopt M&E tools for the implementation of programs.

The significance of M&E is yet to take full root in Africa mainly due to stunted economic growth. Moreover, the countries have remained skeptic about the donor aids effectiveness. With the ever-increasing demand for transparency and accountability M&E has become a refrain widely accepted by governments, Civil Society Organizations (CSOs) and donors alike as the cure for projects problems. Consequently, NGOs are coming under greater pressure to review their use of both funds and private donations so as maximize their benefits to the target groups. This has become a night mare for many NGOs given their constrained budget with limited fund

for M&E activities. Shapiro (2011) also reinforced that M&E is viewed as a donor and not a management requirement.

However, the impact of NGO projects on local communities and environments is not well understood. Many NGOs themselves are uncertain of how their projects affect the rural poor (Eckman, 1994). The development community does know enough about what is working and what is not working as well as the factors that enable or constrain success in NGOs-supported projects (Otto, 2003). Moreover, monitoring remains predominant in NGOs M&E systems; the systems mainly capture only inputs and outputs with little focus on evaluation (OCED, 2004). The information is also irregular and often lacking in some cases. Due to suspicion associated with accountability, the lesson learnt is hardly incorporated to improve performance of future programs.

Despite the challenges there is some progress in the use of M&E in the continent. For example, in Ghana, the government incorporates M&E in the planning and management of programs with much focus on scope (Koranteng, 2000). In Botswana, the local NGOs have remained true to their role of bridging the gap between the needs and services delivered by the government by use of M&E (Hams, 2003). A lot of funds and other resources have been committed in the fight against HIV/AIDS. The donors and other stakeholders expect transparency, proper accountability and project performance from them. For example up to USD18million was committed by the global fund to fight AIDS, Tuberculosis and Malaria (GFATM) in Botswana. Such huge amounts demand transparency and accountability as well as demonstration results. This has necessitated the use of M&E tools. Moreover, the influence of the NGOs has greatly increased over the years in policy formulation and implementation.

The emergence of NGOs in Kenya was predominantly welfare focus. However, later on they expanded their roles to accommodate political actions and advocacy (Kameri-Mbote, 2000). The NGOs are coordinated and regulated by the NGOs Coordination Board as guided by NGOs Coordination Act of 1990. They also operate under the National Council of NGOs. The NGOs operate in areas such as: children; culture; disability; legal aid; agriculture; energy; education; environment and conservation; water and sanitation; health; animal welfare governance; poverty eradication;; human rights; HIV/AIDS; information; informal sector; old age; peace building;

population and reproductive health; housing and settlement refugees; gender; sports; disaster prevention, preparedness and mitigation; relief; pastoralism and the marginalized communities; and youth.

National NGOs report (2009) noted that NGOs received Kshs 68, 825,005,222.00 for various projects in the year 2005/6, from different donors. This explains why they have immense contribution to national development. For instance, they contribute more than Kshs 100 billion annually in addition to employing more than 100,000 people (Chesos, 2010). However, despite this immense contribution to national development, the M&E systems are inadequate and generally weak. Particularly, M&E is driven by activists and donors who demand transparency and accountability. Furthermore, the qualified practitioners are few and seldom exercise professionalism in carrying out M&E activities (Mackay 2007).

Kajiado County faces myriad challenges especially scarcity of vital resources such as water and social amenities required to enhance the economy and hence the livelihoods of inhabitants (Odinda, 2014). This has necessitated the county government to design a range of initiatives to improve on efficiency and effectiveness of public service delivery by building partnership with local NGOs and other private enterprises. This approach of making greater use of the private sector and the not-for-profit sector, which has tried to improve on county constrained economic environment. There are more than 30 NGOs with both local and international representation in Kajiado County. The NGOs work closely with government departments and local communities to provide basic commodities and services (CIDP, 2013). The NGOs are spread all over the county with most of them engaged in water provision, improvement of sanitation and community empowerment activities. The Community Based Organizations (CBOs) serves as entry point for NGO and Government funded programmes. The county has more than 2,000 CBOs with 255 community based projects and 53 youth groups mainly funded by the Government of Kenya, NGOs and other development partners (CIDP, 2013).

1.1.2 Status of water in Kajiado County

Worldwide, the drawing of water is rising faster than the growth in the world's population. Between 1900 and 1990 the world's population increased from 1.7 billion to 5.5 billion, while the total consumption of water in that time went up by a factor of 10, from 500 to 5,000 km³

(USAID, 2009). According to the JMP (2012) report, Kenya has an access to water supply at 59% and only about 41% do not access safe water supply. The crisis still exists in rural as well as urban areas in both safe water and good sanitation (Wekesa and Karani, 2009). According to Onjala (2006), Kenya is categorized as a country with scarce water resources with per capita water estimated to be below the international benchmark of a thousand metric cubic. In 2005, the estimated per capita in Kenya was about 612 metric cubic for all uses.

The study is delimited to NGOs monitoring and evaluation water projects in Kajiado County. The study is also delimited to questionnaire as the tool to collect data. Kajiado County is in the former Rift Valley Province of Kenya with a population estimated above 680,000 covering an area approximately over 21,000 km² with its headquarter situated at Kajiado town (GoK, 2009). Kajiado County is divided into five administrative districts namely, Loitokitok, Kajiado Central, Isinya, Mashuru, and Kajiado North

The County is highly water deficient. The average rainfall is 400 mm around Lake Amboseli and Magadi and 1250 mm on the slopes of Mt. Kilimanjaro. Most (92%) of the land is non-arable. Typical vegetation is open grasslands, bushed grasslands, wood and bush land. Pastoralism is the predominant economic activity while irrigation (i.e., furrow, and drip irrigation) is practiced mainly in commercial farms. The livelihoods zones are divided into: 1) pastoral all species (47% of population); 2) formal employment/causal labor (32%); 3) mixed cropping of maize, beans, and tomatoes, etc. (12%); 4) leasing pastoral (5%); and 5) agro-pastoral (4%) (Tour Report, 2012).

Water is of major importance to the economy of Kajiado County but levels of precipitation are the major limiting factor to cultivation and keeping livestock. Over 70% of the population in Kajiado county being a semi- arid area suffers from occasional droughts mainly because of low rainfall patterns and inadequate access to water sources something that continues to define Kajiado resident's standard of living. From the 1970s onwards, individual Maasai have pointed at falling water levels in the rivers in Kajiado County. This could be associated with mining, irrigated agriculture, deforestation and the loss of storing capacity in the rivers because of sand mining. The water structures in this area are varied and include (perennial) rivers, natural wells and depressions, manmade reservoirs (pans), dams (above and sub-surface), modern and

traditional shallow wells, boreholes, and piped water. The hills and valleys have a significant effect on annual rainfall figures (Dietz et. al., 1986). Near the hills annual precipitation is high (800-1,000 mm), while the low-lying savannah regions experience less rainfall (300-500 mm).

The demand for water is growing rapidly and is estimated to be around 223,000 m³ daily, with some 31,000 m³ for livestock, 8,000 m³ for wild animals, 15,000 m³ for human consumption and 170,000 m³ for irrigation. Boreholes, natural wells and rivers have a daily maximum potential of 180,000 m³. This works out at a daily shortfall of 40,000 m³. Alternatives – such as shallow wells, dams and pans – are of crucial importance in balancing this deficit (Kajiado EWS monthly bulletin, 2012). The price of water in Kenya is very high hence few can afford good quality water. In Kajiado town, water as a commodity is sold at an exorbitant price given that a twenty (20) litre jerry can cost on average Kshs 10 which translates to Kshs 500 per m³ compared to Water Services Regulatory Board tariff of Kshs 35 per m³. The average distance people travel in search of water is approximately 10Km from the homesteads with better water access in urban areas (CIDP, 2013).

The pressure on the available water sources has increased over the years due to intense direct withdrawal of water by the industries and agriculture, firewood transportation for use in Nairobi's construction industry (KDAR, 1929). These have greatly eroded water conservation of the local forests and river-beds is being eroded (Klinken, 1993). Moreover, legal and illegal logging, immigration of cultivators intensifies the pressures on the available water resources. A similar threat is posed by the new flower, ostrich and chicken farms, private boarding schools and the training institutes that have recently emerged in the county. Furthermore, a lot of water is lost alongside the pipeline as Maasai herders in search for water occasionally destroy the pipeline coupled with boreholes constructed over too small an area resulting in brackish water as well as water pollution from use of pesticides and fertilizers for cultivation. Tanathi Water Services Board is charged with the responsibility of developing water resources and maintaining infrastructure.

Lastly, sanitation in the county is inadequate. Access to basic sanitation which includes latrines, hand washing facilities, water for hand washing and drinking is essential for the health and well-being of any individual. Children are the most susceptible to diarrheal diseases with an annual

mortality of 2.2 million. This is due to unsafe water, inadequate sanitation and insufficient hygiene. Only 2,407 out of 87,120 urban households are connected to the main sewer while 17,157 use septic tanks and cesspools. In the rural areas, 44, 203 out of 86,344 households practice open defecation representing 50 percent of the total households in the county. Provision of adequate water is a priority for the county for agriculture, domestic and industrial use (CIDP, 2013). This is mainly associated with high cost of developing sewerage system; lack of land for treatment works; and poor attitude on use of latrines in rural areas (CIDP, 2013).

Carrying out situational analysis of water in selected counties KIPPRA (2012) showed that Nairobi County, Kiambu County and Murang'a County have high access of water. Access of water in Nairobi County was 83.1 with sanitation of 61.1 where as in Kiambu County the water access was 78.1 while sanitation was 23.9. Muranga County had water access of 67.9 and sanitation of 6.8 while Nyandarua County had water access of 51 with sanitation of 10.4. Generally, three out of the four counties in the study scored higher than the water poverty index score for Kenya, which is 47.3 according to the international comparison of countries in terms of WPI carried out by Lawrence *et al.* (2003). Nairobi scores 60.9, Kiambu (50.5), and Murang'a (49.5).

David and Katua (2013) also found out that in Marsabit County water access for domestic use is above average whereas water for livestock just below average. The study further showed that the distribution of water is not facilitative for livelihoods and economic growth. The study also observed that many water points are clustered and within settlement areas, leaving large swathes of land unutilized. However, even within the settlement areas, time taken to access water is too long, with most of the population spending more than an hour per round trip to fetch water from point sources. Thus, comparing water problem in Kajiado County with other counties show that Kajiado County is worse and requires immediate action to remedy the situation.

1.2 Statement of the problem

Monitoring and Evaluation has in the recent become a key determinant of projects success. This is evident with the ever increasing demands for M&E experts and request for expression of interest for M&E consultants in the local dailies. In the developing countries, Kenya included, NGOs are faced with several challenges in addition to inability to resourcefully respond to

changing needs. The Kenya social protection sector review (2012) revealed that the monitoring and evaluation of social programs in Kenya is weak. More confounding is the fact that where M&E activities are carried out, the findings are never made public.

Local NGOs implementing projects in communities have various factors that influence adoption of monitoring and evaluation system. A lot of scholars have highlighted the fact that NGOs have a number of challenges in this aspect of adoption of monitoring and evaluation system (Hughes, 2002, Ramesh, 2002). Stakeholders' involvement is crucial to successful implementation of M&E activities. Hofisi (2013) noted that rural communities mostly fail to sustain development in donor funded projects whenever there is no community involvement in the projects. He concluded that donor funded projects can only be sustainable if they allow for participatory processes from identification to completion. However, a study by Dobi (2012) showed that the local NGOs do not fully involve the stakeholders in the implementation of M&E activities. The donors were inconsistently involved in the projects while the community was mostly only a source of monitoring and evaluation data without any meaningful input, a clear show of lack of participatory approach.

Lack of adequate financial resources to carry out monitoring and evaluation is one of the factors that influence the adoption of monitoring and evaluation systems for project management among NGOs. A good number of NGOs lack adequate funding for their activities; this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation are looked at as an expense that they cannot afford. If any is done then it is done superficially, just recording a few activities irregularly (Gibbs et al, 2002 and Gilliam et al, 2003).

Most of the local NGOs also face the shortage of M&E personnel for the implementation of M&E activities. Moreover, the qualified practitioners rarely exercise professionalism in carrying out M&E activities (Mackay 2007). This greatly affects the quality of M&E findings and reporting. The shoddy findings are rarely documented for lesson learning and the implementation of the recommendation remains wanting. Thus, the shortage of M&E officers has contributed to the poor implementation of various programs. The scarcity of M&E skills has also been exacerbated by high turnover of M&E staff with experience showing that, as soon as a person

has been trained in M&E, these highly marketable skills lead to other job opportunities (Gorgens and Kusek, 2010). In addition most NGOs do not have the ability to hire skilled M&E professionals as well as ICT staff who understand M&E systems and are able to develop appropriate tools. Thus, the NGOs end up with substandard M&E systems that do not meet either the managerial or donor needs (Chesos, 2010).

The study by Koffi-Tessio (2002) also showed that M&E systems of most NGOs are inferior and do not meet their mandatory requirements as decision making tool instead their activities are viewed as controlling by a bureaucratic management. Moreover, with much focus on physical infrastructure rather than demands the NGOs end up acquiring inappropriate M&E systems. Thus, Jaszczolt et al., (2010) in their recommendations emphasized that NGOs need to be educated on M&E through handbooks in order to increase quality, establish evaluators' body to facilitate the development of technical skills among the M&E specialists, as well make available and widely accessible evaluation reports in order to learn from previous experiences.

A study conducted by the Ministry of Water and Irrigation on the National Water Services Strategy (NWSS) between 2005 and 2007 revealed that the institutional framework to adequately carry out the water sector reforms was not properly functional. In addition, the study found out that inadequate strategies were lacking and funds to expand water to all underserved areas in the republic were insufficient and misappropriated. A study carried by Ombogo (2009) showed that there was no proper national monitoring and evaluations procedures on water services as well as inadequate well documented investment programs in the water sector to carry out water reforms effectively. Moreover, the sector lacks the resources and capacities required to adequately carry out water sector reforms.

The same weaknesses revealed at the national level on water and sanitation programs are very much present at the county level. The lack of adherence to water policies and regulations has denied the people of Kajiado County access to water. The implementation of policies has been slow with water service provision grappling with various challenges in terms of infrastructure and funding. Studies carried out by Belgium Administration for Development Cooperation on assessment of Water Users Associations (WUAs) in Kajiado County concluded that the general condition of the WUAs managed projects was between poor and pathetic with no clear

guidelines on monitoring and evaluation (Koome, 2012). Moreover, the boreholes in the area provide poor quality water with no solution is forthcoming.

A study carried out by Water and Sanitation Program revealed that over 50% of rural households in Kajiado County do not have access to improved sanitation. It is also estimated that poor sanitation costs Kajiado County Ksh. 542 million. This includes loses due to access time, premature death, health care costs and productivity. However, this estimate does not include cost that could be significant such as, water pollution and impact on tourism. The true cost of poor sanitation is therefore underestimated. Efforts to increase access and coverage to improved sanitation for the rural population do not march the increasing need. Another study carried out by Rutten (2005) revealed that the demand for water in Kajiado County is growing rapidly and is estimated to be around 223,000 m³ daily, with some 31,000 m³ for livestock, 8,000 m³ for wild animals, 15,000 m³ for human consumption and 170,000 m³ for irrigation. Boreholes, natural wells and rivers have a daily maximum potential of 180,000 m³. This is a clear indication that the county faces a daily shortage of 40,000 m³.

With such appalling revelation showing facing implementation of water projects in Kajiado County, the study embark on examining the factors influencing implementation of monitoring and evaluation of water projects by the NGOs in Kajiado County because it is the sort of evidence that the project managers and other stakeholders require if they are to improve the performance of water projects in Kajiado County.

1.3 Purpose of the study

The purpose of the study was to determine the factors influencing implementation of monitoring and evaluation in water projects in Kajiado County.

1.4 Objectives of the study

This study was guided by the following objectives:

- i. To examine how stakeholders' involvement influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County

- ii. To determine the extent to which resource availability influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County
- iii. To establish the extent to which technical expertise influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County
- iv. To assess how the use of appropriate tools and guidelines for M&E influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County

1.5 Research Questions

Based on the objectives of the study, the research questions were as follows:

- i. How does stakeholders' involvement influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County?
- ii. To what extent does resource availability influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County?
- iii. To what extent does technical expertise influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County?
- iv. How does use of appropriate tools and guidelines for M&E influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County?

1.6 Significance of the study

The researcher hopes that the findings of the study will help NGO's staffs, Government staffs, donor agencies and project managers to improve program success, ever increasing stakeholders' demands and provide valuable information in form of lesson learnt for future programs. The findings may also inform policies towards integrating M&E tools in program implementation as powerful management tools to improve the way organizations and stakeholders can achieve greater accountability and transparency and above all to augment institutional capabilities.

Thus, the study may be beneficial to NGOs, donor agencies, project managers and project management students involved in program planning and control to come up with policies and tools aimed at improving implementation of M&E. Although, the study is conducted within

Kajiado County, it may also be relevant to other areas involved with program planning and control. In addition, this study will also contribute to the body of knowledge by filling knowledge gap that currently exists. Moreover, the study can be used as a reference material to researchers. The study will also identify areas related to M&E field that require more research, hence a basis for further research.

1.7 Basic Assumptions of the study

It was assumed that the respondents gave accurate, truthful and honest responses to the items in the questionnaires and that the respondents would take their time to participate in the study. It was also assumed that monitoring and evaluation tools are useful in controlling programs; and that the data collection instrument is valid and is measuring the desired constructs. The study further assumed that the variables under investigation influence M&E in NGOs implementing water and sanitation projects.

1.8 Limitation to the study

Accessibility and logistics constrained the study in terms of time and finance during data collection. To overcome the limitation of time, the researcher took time off work to concentrate on the study. In addition, to overcome the limitation of finance, the researcher used telephone calls to do the follow up which was more affordable than personally travelling to the organizations. Secondly, the researcher made prior arrangement with the respondents to remedy inconveniences due to high mobility of M&E staffs.

1.9 Delimitations of the study

The study is delimited to factors influencing implementation of monitoring and evaluation in NGOs water projects in Kajiado County. Due to a large number of factors that influence monitoring and evaluation, the study is delimited to four factors namely stakeholders' involvement, technical expertise, resource availability and use of appropriate tools and guidelines. The study is further delimited to employees working as project managers and M&E officers in NGOs implementing monitoring and evaluation in water projects in Kajiado County comprising of 14 project managers and 42 M&E officers.

1.10 Definitions of Significant Terms Used in the Study

Implementation of monitoring and evaluation: issues that affect the routine and periodic assessment of the project implementation efficiency, effectiveness, impact, relevance and sustainability.

Stakeholder involvement: individuals or groups that either directly or indirectly affected by or affect a program success. The study enquires whether stakeholders are consultation through forums, in the formulation of M&E, in choice of M&E Indicators, in data collection, reporting and sharing information as well as in taking actions and decisions.

Resource availability: the budgetary allocation for implementing monitoring and evaluation activities. The study looks at the availability, adequacy, accessibility and utilization of M&E funds.

Technical expertise: the human skills and experiences needed for implementing monitoring and evaluation activities. The study looks at the M&E skills of the staff, Number of M&E staff, Experience in M&E as well as Educational levels of the M&E staff.

Appropriate tools and guidelines: the framework for implementing monitoring and evaluation activities. The study looks at the methods of M&E, M&E tools used, M&E guidelines as well as indicators and performance measure used.

Non-Government Organisation: is a private voluntary association of individuals or other entities, not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare.

1.11 Organization of the Study

This study is organized in five chapters. In the first chapter on introduction to the study, the background of the study and the problem the study seeks to address are examined. The purpose of the study, research objectives and research questions are then examined. This is followed by examining the significance, delimitations, limitations, basic assumptions and definition of significant terms in the study. The second chapter of this study examined the theoretical,

empirical and conceptual framework. Empirical review is done to identify knowledge gaps on the relationships investigated in the study. Conceptual framework is designed to model the relationships in the study.

The third chapter of the study is research methodology. In this chapter the research design, target population, sampling procedures, data collection procedures, research instruments and data analysis techniques are examined. The fourth chapter is on data presentation, analysis and interpretation. Chapter five of the study is on findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents relevant literature on the factors influencing the implementation of M&E in NGOs water projects. The chapter examines stakeholders' involvement, resource availability, technical expertise and M&E tools and guidelines and their influence on the implementation of M&E. This chapter provides both theoretical framework and empirical review on the relationships under study with the aim of identifying the knowledge gaps from previous studies. Finally, the chapter concludes with a conceptual framework which forms the model that guides the relationships subjected to scientific study.

2.2 The concept of implementation of M&E in NGOs water projects

Monitoring is the routine collection, analysis and use of information about ongoing development intervention (OECD, 2012). It furnishes information on the extent of progress and achievement by informing the stakeholders whether the project team is doing things right. It gives the project team a clear picture of changes that have occurred during the project implementation which enables them to formulate appropriate action plan to responds to the unfolding situation. it covers activities, outputs, use of funds, indications on achievement of the objectives and unexpected effects or changes in the environment of the project (Cleland, 2006). Thus, monitoring provides continuous snapshots of realities in the life of a project meant to enhance program success.

Evaluation is the systematic and objective assessment of the achievement of an ongoing or completed project (OECD, 2012). It informs the project team if they are doing the right thing. Evaluation encompasses the rationale, design, implementation and results of the intervention. Thus, evaluation considers the general framework, structure, process as well as the result of the intervention (Leviton, 2003). It aims at continually improving the success of the project based on effectiveness, efficiency, relevance, impact and sustainability. The M&E activities are reflective processes aimed at learning from the experience which involve observation and collection of information, reflection, and decision making regarding new action to be taken. Meredith et al. (2010) noted that the moment program implementation begins it is the monitoring, evaluating and control processes that become the project drivers.

However, monitoring differs from evaluation in a number of ways in that monitoring is continuous process with recurrent reflection cycles, while evaluation is periodic and reflection extends longer time intervals. Monitoring focuses on use of funds, activities, and outputs while evaluation appraises outcomes and impacts. Monitoring takes place at each level while evaluation links the lesson learned across the different levels. Moreover, monitoring checks whether the project team is doing things right. On the other hand evaluation checks whether the project team is doing the right thing. Monitoring is carried out by the implementation staff while evaluation is a responsibility of the senior management. More so, monitoring is carried out by individuals and organization implementing the program while evaluation is carried out in cooperation with external evaluators or entirely outsourced. In addition, monitoring serves as a basis for evaluation (Meredith et. al., 2010).

M&E process offer several benefits to the implementation of programs in that it directs the program by keeping track of progress besides checking whether program progress is being made with regard to pre-established objectives and proposing measures for improvement when called for. It also promotes accountability by providing empirical evidence of the effectiveness of the program as well as assessing the performance of different stakeholders making them accountable to each other and to wider public (Leviton, 2003). It provides the information, in a structured and formalized manner, which allows scrutiny of the use of resources as well as focuses on causes of problems rather than the manifestation of problems thus, facilitate learning by drawing lessons from experience to continuously improve the relevance, effectiveness, efficiency, impact and sustainability of programs. M&E encourages organizational development by engaging all members of the organization in the M&E process and sharing the responsibility for M&E and the lessons learned builds the competencies of the staff (Meredith et. al., 2010).

Ministry of Water Irrigation, (2005-2007) conducted a study on the National water services strategy (NWSS) which was published and was prepared in accordance with section 49 and 50 of the water act 2002. The study found out that sound institutional frameworks to adequately carry out the water sector reforms were not properly functional. There were also improper design programs to carry out water facilities expansion to all areas in Kenya. There was no proper national monitoring and evaluation mechanisms on water service deliveries and no well documented investment programs in the water sector to carry out water reforms effectively. The

study recommended that there is need for a well-structured and design programs as well as M&E systems to bring about the progressive extensive of water supply infrastructure to all the Kenya people.

2.3 Stakeholder involvement and implementation of M&E in water projects

Davies (1998) defines stakeholder as an individual, group of people, organization or institution that will affect or maybe affected by the project. The stakeholders include the community-men, women and youth; project field staff, program managers, donors, government and other decision-makers, supporters, critics, government and civil societies. IFAD (2002) concluded that stakeholder involvement means more than just beneficiary contribution to the project execution; rather, it should encompass all stakeholders and be formalized at all stages of the project cycle. This underpins just how stakeholder involvement is important to M&E phase of the project. Thus, participatory M&E is core to ensure program success.

IFAD (2002) noted that this is achieved by providing key stakeholders with the information needed to guide the project strategy towards achieving the goal and objectives; provide early warning of problematic activities and processes that need corrective action; help empower primary stakeholders by creating opportunities for them to reflect critically on the projects direction and help decide on the improvements; build understanding and capacity amongst those involved in the project; motivate and stimulate learning amongst those committed to making the project a success and assess progress and so enable accountability requirements to be met. IFAD (2002) continues to recognize the role of stakeholders that they provide invaluable insights on priorities and appropriate processes during the design, planning, implementation, and M&E phases of the projects. All these guarantee local ownership of the project and thus the likelihood of a sustained impact.

Mushori (2015) carried out a study on the determinants of effective monitoring and evaluation of county government funded infrastructural development projects in Nakuru East constituency, Nakuru County and found out stakeholders participation has significant influence on the effective M&E implementation. This conclusion was informed by the large proportion of respondents who felt that stakeholder's participation in the implementation of M&E activities enhance the program success. However, he noted that only a third of the respondents were

involved in the implementation of M&E activities implying that only a handful of the stakeholders are involved in the M&E implementation activities.

A study by Murungi (2015) on influence of project management practices on implementation of donor funded education projects in Kajiado County revealed that the key stakeholders in the project are important to project success. Thus, effective implementation of M&E activities require active participation of the stakeholders involved. The study noted that stakeholders involvement promote project ownership and sustainability especially when they are involved throughout the life cycle of the project. The study recommended that stakeholders need to be engaged in the formulation and implementation processes, paying attention to their needs to ensure their maximum participation in the project.

Jones (2009) as cited in Musomba et.al, (2013) noted that stakeholder involvement is a crucial factor for the implementation of M&E activities. He asserted that stakeholder involvement needs to start from the design stage all the way to the end for successful implementation of M&E activities. Forss and Carlsson (1997) espoused that the growing need for program efficiency, effectiveness, relevancy, sustainability and impacts, stakeholders' involvements becomes essential to enhance implementation of M&E activities. Donaldson and Lipesy (2003) added that engaging stakeholders in discussions about the what, how and why of program activities often empowers them and additionally, promotes inclusion and facilitates meaningful participation by diverse stakeholders groups. Chitere and Ireri (2004) averred that stakeholder participation means empowering the stakeholders especially beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives.

Proudlock, Ramalingam and Sandison (2009) found out that the involvement of stakeholders' involvement can greatly improve the implementation of M&E activities which improve program performance. They further affirmed that stakeholder involvement improves ownership of the program. They noted that the beneficiaries are in charge of their development and the best judges of their own situation. They concluded that failure to involve stakeholders is a recipe for poor performance of programs. However, Patton (2008) cautioned that stakeholder involvement needs to be managed with care because too much stakeholder involvement could lead to undue

influence on the evaluation, and too little could lead to evaluators dominate the process which results into poor implementation of M&E activities. They asserted that at whatever level the program is implemented, M&E results into successful implementation of the programs. However, cautioned that M&E process must be participatory to reflect the community needs and stimulate people's interest in its implementation, monitoring and evaluation.

According to the World Bank (2002) community-based projects in the African region have performed better than the region's projects. However, only one in five of the community-based development projects were likely to be sustainable. The World Bank's Community-Driven Development (CDD) team for Africa initiated a project in 18 selected villages in Africa to help them sustain the results of their community development project. The premise being stakeholders' involvement fosters program ownership as they develop their own tools and resources which results in program success and limits reliance on external assistance. The report indicates that a simple community M&E framework enhanced the sustainability of community sub-projects. This reinforces the connections between the implementation of community development activities, monitoring of these activities, evaluation of community development, and re-adjustment of the local development indicators, to better suit community development needs.

2.4 Resource availability and implementation of M&E in water projects

The project budget should have allocation for monitoring and evaluation activities. Gyorkos (2003) and McCoy (2005) noted that the M&E budget can be specified within the overall project budget so as to give the monitoring and evaluation phase the due significance it has within the project management spectrum. Kelly and Magongo (2004) stress that monitoring and evaluation budget should be between 5 to 10 percent of the total budget. The Program Evaluation Standards also indicates that, evaluation budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored (James et. al., 1999). Smith and Chircop (1993) as cited in Musomba et.al (2013) showed that programs faced problems of cost overruns during evaluation. The donors have mounted pressure for the inclusion of M&E budget before proposals approval in the recent times however, implementing agencies put little or no emphasis

at all towards M&E and most of them try to resist having structures that can support M&E in their organizations.

Mushori (2015) carried out a study on the determinants of effective monitoring and evaluation of county government funded infrastructural development projects in Nakuru East constituency, Nakuru County and found out that the budgetary allocation for M&E has significant influence on how M&E activities are implemented. He further noted that most projects were threatened by the low financial resources allocated to them concluding that management seemed to have closed their eyes on the significance of M&E to a project success. For this reason John (2007) argued that effective and efficient allocation of scarce resources among development phases and among activities within phases is importance to ensure program success.

A case study conducted by Nyakundi (2014) on factors influencing implementation of monitoring and evaluation processes on donor funded projects at gruppo per le relazioni transculturali -grt project in Nairobi county showed that budgetary allocation influences the implementation of M&E activities. The study further showed that there were limited funds allocated for M&E which hampered the project performance as supported by 69.4% of the respondents who stated that the funds were inadequate. The study further showed that monitoring and evaluation budget should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The study also showed that donors put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding to very large extent.

M&E activities encompasses several activities all requiring funds such as contracts for consultants/external expertise (fees and travel expenses), physical non contractual investment costs, recurrent labour cost, focused labour input, training and study tours for M&E related capacity building, and non-operational costs like stationery, meetings, allowances for primary stakeholders and project implementers. The studies concluded that lack of allocation for M&E and insufficient allocation results in poor implementation of M&E phase. Insufficient allocation of funds to any given activity slows progress while over allocation cause wastage of resources and reduced productivity (Kelly and Magongo, 2004).

2.5 Technical expertise and implementation of M&E in water projects

Vanessa and Gala (2011) noted that technical capacity of the organization in conducting evaluations and level of participation of its personnel influence the implementation of M&E greatly in that it determines decision making and how the evaluation's lessons are produced, communicated and perceived. Thus, having resourceful personnel is critical for the sustainability of the M&E system. This demands that the growing evaluators be technically equipped through M&E training and development. This affirms that both formal training and on-the-job experience are important in developing evaluators for effective implementation of M&E activities. Gladys, et. al., (2010) reinforces that two key competencies for evaluators are cognitive capacity and communication skills. They further noted that program and senior managers also need technical training on M&E so as to trust and use M&E information and more specifically to encourage result-based culture within organizations (Gladys, et. al., (2010).

Mushori (2015) carried out a study on the determinants of effective monitoring and evaluation of county government funded infrastructural development projects in Nakuru East constituency, Nakuru County and found out that technical expertise of the staff influence the implementation of monitoring and evaluation. He noted that the technical team has technical skills and they pass the same to other stakeholders through participatory approach to M&E activities. He further recommended that capacity building needs to be done to enhance effectiveness of M&E. Mibey (2011) study on factors affecting implementation of monitoring and evaluation programs in kazi kwa kijana project, recommends that capacity building should be added as a major component of the project across the country (Kenya), and this calls for enhanced investment in training and human resource development in the crucial technical area of monitoring and evaluation.

A study by Mulandi (2013) on factors influencing performance of monitoring and evaluation systems of non-governmental organizations in governance in Nairobi County found out that technical expertise has significant influence on the implementation of M&E activities. The study further observed that the programme officers working in these NGOs had received the necessary training in monitoring and evaluation either formally or through in-service training besides having several years of experience working with monitoring and evaluation systems. This augment the argument by Acevedo et al. (2010) that both formal training and on the job experience are important in developing evaluators.

A study by Wachamba (2013) on the determinants of effective monitoring and evaluation systems in non-governmental organizations within Nairobi County showed that technical expertise of the staff is crucial factor in the implementation of M&E activities. The study further revealed that quite a number of the NGOs lacked competent M&E officers to carry out the monitoring and evaluation phase of the project. Due to lack of enough competent M&E officers, the NGOs registered poor implementation of M&E activities with little to show for the program success. The study recommended that a professional association of M&E experts be started in order to develop and improve the quality and quantity of local M&E experts since the success of M&E depends on the competence of M&E officers.

The training and development opportunities on M&E can be obtained from various avenues such as the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Gladys, et. al, 2010). They further assert that evaluation professionals possess the necessary skills in providing assistance and oversight on results measurement and monitoring. They concluded that there is a strong link between technical skills in M&E and implementation of M&E. Mukhererjee (1993) pointed out that meeting technical needs require hiring the right people, training your staff, hiring external consultants for focused inputs and also ensure the capacity of good quality through removing disincentives and introducing incentives for learning, keeping track of staff performance through regular evaluation, striving for continuity of staff and finding highly qualified person to coordinate. Thus, skilled personnel are important for successful implementation of M&E phase.

2.6 Appropriate M&E tools and guidelines and implementation of M&E in water projects

For effective implementation of M&E activities, there is a framework that gives detailed guidelines on how to use various M&E tools. A framework is an essential guide to monitoring and evaluation as it explains how the project should work by laying the steps needed to achieve the desired results. A framework therefore increases the understanding of the project goals and objective by defining the relationships between factors key to implementation, as well as articulating the internal and external elements that could affect the project's success (Kerzner, 2003). A good M&E framework can assist with ideas through the project strategies and objectives on whether they are ideal and most appropriate to implement (Ending Violence

against Women and Girls Programming Essentials 2, 2013). The M&E framework should also include details on budgeting and allocation of technical expertise, as well as inform donors and project management on the its implementation (Guijt et al., 2002).

M&E systems use different tools and approaches, some of which are either complementary or substitute to each other, while others are either broad or narrow (World Bank, 2002). An evaluator however may choose to use a combination of methods and sources of information in order to cross-validate data (Nabris, 2002). The M&E system tools include performance indicators, logical framework approach, theory-based evaluation, formal surveys, rapid appraisal methods, participatory methods, public expenditure tracking surveys, impact evaluation, cost benefit and cost effectiveness analysis. The selection of these tools however depend on the information needed, stakeholders and the cost involved (World Bank, 2002).

A study by Wachamba (2013) on the determinants of effective monitoring and evaluation systems in non-governmental organizations within Nairobi County showed that the selection of tools and techniques to be used in an M&E system determines its success or failure. The study also showed that NGOs used different tools and techniques in their M&E systems which included logical framework, participatory approaches, evaluation surveys, site visits and strategic planning frameworks. The study further showed that the tools and techniques greatly influence the implementation of M&E activities. However, a number of the NGOs did not use those tools and techniques explaining the poor implementation of M&E activities of various projects implemented by such NGOs. There is therefore a need to have consensus with all stakeholders on the kind of tools and techniques to be applied. The selection of tools and techniques also depends on information needed and available finances (World Bank, 2002).

Mathis et al., (2001) showed that employing the recognized standards and practices by linking M&E to strategic plans and work plans, focusing on efficiency and cost effectiveness, employing a participatory approach to monitoring and evaluation progress, utilizing both international and local expertise, disseminating results widely, using data from multiple sources, and facilitating the use of data for program improvement improve program success through effective implementation of M&E activities. This is because the M&E system that are set based on best practices promote evidence-based decision-making and public confidence.

A case study conducted by Khatiala (2013) on the influence of monitoring & evaluation tools and techniques on project delivery capability of HIV/AIDS interventions in Nairobi and Nyanza regions showed that monitoring and evaluation tools enhance project completion and success. The study recognized the importance of M&E protocols by highlighting the need to heighten the training of M&E officers as well as creating awareness on Monitoring and Evaluation processes and procedures, enforcing of the existing structures, documentation of lessons learned and the tailoring of Monitoring and Evaluation solutions to the local setting. The study concluded by suggesting further studies on other M&E tools as well as other sectors of the economy.

2.7. Theoretical Framework

Since projects are change agents, this study was guided by the theory of change and stakeholder theory.

2.7.1. Theory of change

Theory of change emphasizes theoretical foundations of programs and serves as a clear expression of the linkages between the inputs and the results of a program showing how the program is intended to work (Funnell and Rogers 2011; Weiss (1995) popularized the theory of change as a description of the set of assumptions that explain both the intended long-term impact and the logic chain of the program that occurs at each step of the way. Stein and Valters (2012) concurs that theory of change extends the assumptions' box in the logframe to promote the understanding of the program context as well the expected benefits. These underlying assumptions clearly identify the risks associated with the program that are critical for the achievement of objectives and guarantee program sustainability. This ensures that the pathway of change is based on sound cause-effect relationship as well as presents the program to a range of stakeholders in more comprehensible descriptions of how change happens. This is supported by James (2011) who emphasize that the theory of change facilitates the integration of data from broader evaluation requirements into simple understandable evaluation information that enhances program performance. This helps move stakeholders from being passive collectors and reporters of information to active users of information for program planning and implementation.

Programs are never carried out in vacuum but in ever changing complex environments that require constant scanning. Thus, to understand fully the multi-faced nature of changes, the theory

of change finds relevance in defining and determining the program context. According to Green (2013) the theory of change forms the roadmap to the proposed change, highlighting the necessary conditions needed to make the intended change a reality. In doing so, it captures the project's broad picture of change at once while shedding light on the causal relationship among the outputs, outcomes and impacts. The theory of change further reveals whether activities are relevant for the intended goals; whether there are redundant activities which do not contribute to achieving objectives; depicts how activities and outcomes can be achieved; and how to measure impact. This according to Vogel (2012) makes clear the logic of change supporting the program processes which promote program performance.

Weiss (1998) noted that the theory of change can be set at organizational levels, programme levels or project levels and can also serve as a benchmark to measure organizational commitment as agents of change by steering change processes within a program towards the delivery of its results and the achievement of its objective. At the same time, the theory of change has become a powerful communication tool to communicate programs progress more effectively to donors. This has enhanced transparency, accountability and advocacy, in the process, and possibly increased funding for the same program or future programs for replication in other areas (USAID, 2010). Moreover, it promotes documentation and incorporation of experiences into the program as the execution advances promoting efficiency and effectiveness of program. Thus, the theory of change brings about program performance through the accomplishment of the changes sought. The theory of change can be developed for an intervention where objectives and activities can be identified and tightly planned in advance or where there is often developing issues as the implementation progresses (CARE 2012).

2.7.2 Stakeholders Theory

The study is also based on the stakeholder theory which focuses on organizational management and business ethics. The approach identifies and models the stakeholders of a project based on their interests (Freeman, 1984). Oakley (2011) noted that stakeholder approach is a powerful means of understanding the firm in its environment. The approach broadens the management's vision of its roles and responsibilities beyond the profit maximization function (Mansuri and Rao, 2004) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2008) elaborated that the stakeholder

model entails that all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007). Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration.

The theory enables managers to understand stakeholders and strategically manage them (Patton, 2008). The management of stakeholder involvement is essential to the success of the programs (Ramabodu and Verster, 2010; Raniga & Simpson, 2009). McManus (2004) asserted that fair treatment of stakeholders is a determinant of the long term survival of the organization. The theory owes its origin to strategic management and has been applied in various fields in numerous ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. It takes cognizant of the fact that the success of the projects is greatly influenced by the participation of various stakeholders. These stakeholders will participate depending on the relationship they foster with the top management and not junior workers acting on their behalf.

The stakeholder theory veers off the conventional input-output perspective of projects to recognize that success of projects depends on the nature of relationships among the stakeholders. Thus, the implementation of M&E on water projects in Kajiado County strongly depends on the stakeholders' involvement in the projects. Donaldson and Preston (1995) concluded that stakeholder theory differs from the input-output model that illustrates how certain actors contribute input which is then converted into outputs for benefits of the beneficiaries. For this reason the stakeholder theory as a management instrument contains methods for identifying and managing stakeholders. In addition, a substantial amount of work has been done on identifying the relative influence of different stakeholders (Yee-Chin, 2004).

2.8. Conceptual Framework

A conceptual framework is a concise description of the phenomenon under study accompanied by a graphic or visual depiction of the major variables of the study (Monina, 2009). In this study the independent variables are stakeholder involvement, technical skills, availability of funds and M&E protocols while dependent variable is M&E implementation. Political stability is

considered as moderating variables while organisational culture is considered as intervening variables.

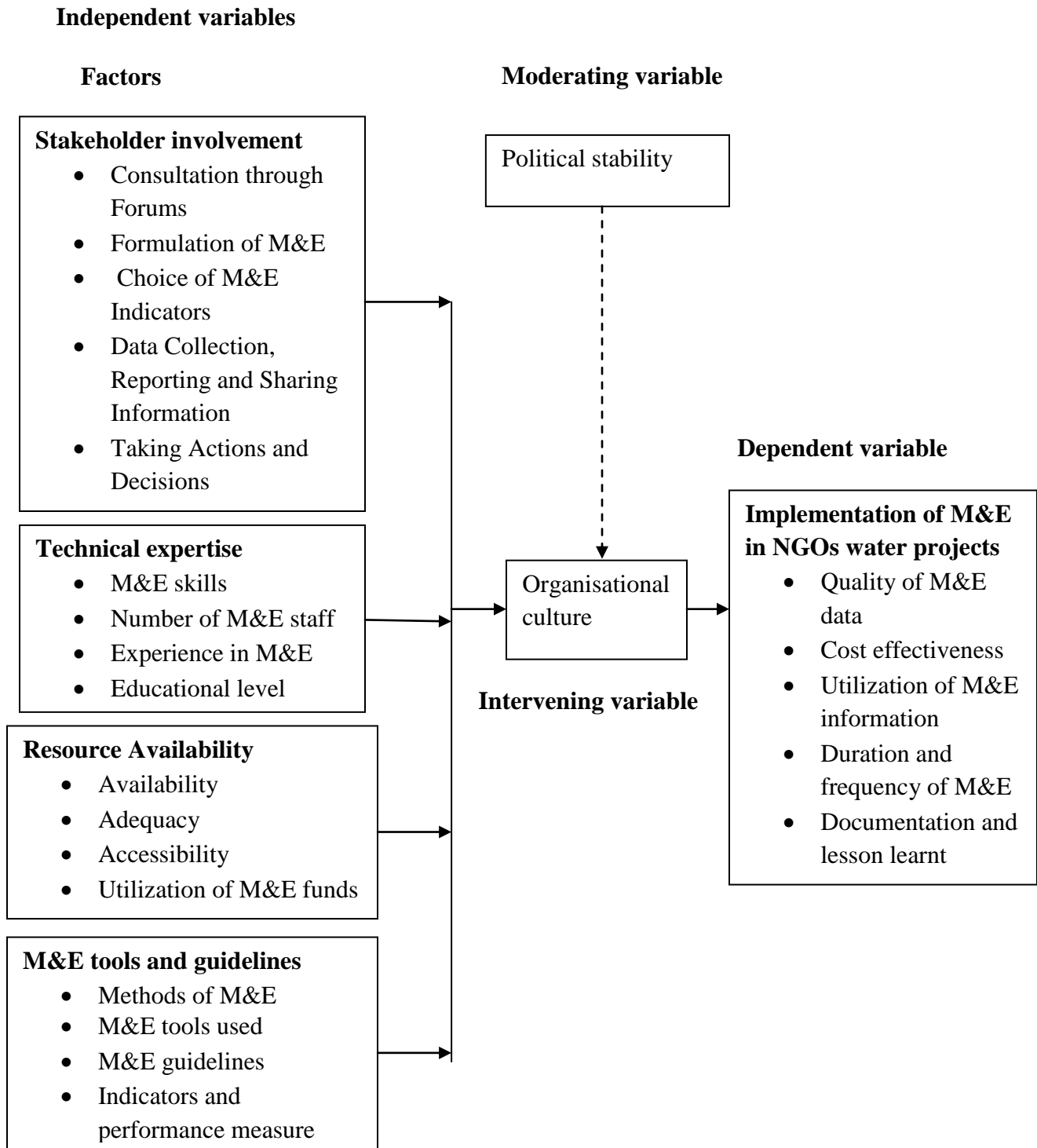


Figure 1: Conceptual Framework for the factors influencing implementation of M&E in water projects.

2.9. Research gap

Several studies have been conducted on the factors influencing the implementation of M&E activities. Despite the burgeoning literature, little have given due attention to the factors considered in this study as shown in Table 2.1

Table 2.1: Research gap

Variable	Author (year)	Title of the study	Findings	Knowledge gap
Stakeholder involvement	Mushori, J. (2015).	<i>Determinants of effective monitoring and evaluation of county government funded infrastructural development projects, Nakuru East Constituency, Nakuru County, Kenya.</i> University of Nairobi.	The study found that found out stakeholders' participation has significant influence on the effective M&E implementation. The study revealed that the key stakeholders in the project are important to project success.	The studies did not focus on M&E tools and guidelines as the key to implementation of M&E. Research is needed to show its influence on M&E implementation
Technical skills	Wachamba, E. W. (2013).	<i>Determinants of effective monitoring and evaluation Systems in non-governmental organizations within Nairobi County, Kenya.</i> Kenyatta University.	The study showed that technical expertise of the staff influence the implementation of monitoring and evaluation.	The studies overlooked the influence of stakeholder involvement as the key to implementation of M&E. Research is needed to show its influence on
	Mulandi, N.	<i>Factors influencing performance of</i>	The study found out that technical	

	(2013).	<i>monitoring and evaluation systems of non-governmental organizations in governance: a case of Nairobi, Kenya.</i> University of Nairobi, Kenya.	expertise has significant influence on the implementation of M&E activities.	M&E implementation
Availability of funds	Mushori, J. (2015). Nyakundi, A. A. (2014).	<i>Determinants of effective monitoring and evaluation of county government funded infrastructural development projects, Nakuru East Constituency, Nakuru County, Kenya.</i> University of Nairobi. <i>Factors influencing implementation of Monitoring and evaluation processes on donor Funded projects; a case of gruppo per le Relazioni transculturali -grt project in Nairobi, Kenya.</i> University of Nairobi.	The study found out that the budgetary allocation for M&E has significant influence on how M&E activities are implemented. The study showed that budgetary allocation influences the implementation of M&E activities.	The studies did not focus on M&E tools and guidelines as the key to implementation of M&E. Research is needed to show its influence on M&E implementation

M&E tools and guidelines	<p>Wachamba, E. W. (2013).</p> <p>Khatiala, P. (2012).</p>	<p><i>Determinants of effective monitoring and evaluation Systems in non-governmental organizations within Nairobi County, Kenya.</i> Kenyatta University</p> <p><i>The influence of monitoring & evaluation tools and techniques on project delivery capability: a case of HIV/AIDS interventions in Nairobi and Nyanza regions, Kenya.</i> University of Nairobi, Kenya.</p>	<p>The study showed that the selection of tools and techniques to be used in an M&E system determines its success or failure.</p> <p>The study revealed that monitoring and evaluation tools enhance project completion and success.</p>	<p>The studies overlooked the influence of stakeholder involvement as the key to implementation of M&E.</p> <p>Research is needed to show its influence on M&E implementation</p>
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2.10 Summary of Literature Review

The literature that the study reviewed has given a good start on the factors affecting the implementation of M&E of NGOs water projects. The review has shown that stakeholder participation is important for the implementation of M&E in that they provide invaluable insights on priorities and appropriate processes during the design, planning, implementation, and M&E phases of the projects which ensure local ownership and success of the project in general. Despite the significance of the stakeholders on the success of the implementation of the M&E only a handful of the stakeholders are involved in the M&E implementation activities.

The review has also shown that budgetary allocation for M&E has significant influence on how M&E activities are implemented. M&E activities encompasses several activities all requiring funds such as contracts for consultants/external expertise, physical non-contractual investment costs, recurrent labour cost, focused labour input, training and study tours for M&E related capacity building, and non-operational costs like stationery, meetings, allowances for primary stakeholders and project implementers. Thus, lack of allocation for M&E and insufficient allocation results in poor implementation of M&E phase.

The review has shown technical expertise of an organization is very important for the implementation of the M&E. moreover, the level of participation of the M&E staff also influence the implementation of M&E greatly as it not only determines the success of the implementation of M&E but also empower other stakeholders through participatory approach. Thus, technical expertise determines the quality of the decision made and how the evaluation's lessons are produced, communicated and perceived. The review has also shown that M&E officers do have the work the necessary monitoring and evaluation training either formally or through in-service training besides having several years of experience working with monitoring and evaluation systems. No doubt having resourceful personnel is critical for the sustainability of the M&E system.

The review has also revealed that M&E tools and guidelines are essential guide to monitoring and evaluation. The guidelines explain how the project should work by laying the steps needed to achieve the desired results. Therefore, guidelines increase the understanding of the project goals and objective by defining the relationships between factors key to implementation including the

M&E implementation. The M&E tools provides the framework which helps articulate the internal and external elements of the project that could affect the project's success. More so, the M&E tools that are set based on best practices promote evidence-based decision-making and public confidence.

It is surprising that so many empirical research studies have been conducted on the topic. However, little has been done especially from the perspectives of stakeholders' involvement, resource availability, technical expertise and M&E tools and guidelines. Moreover, most of these studies cannot be generalized for application in other locations as they are delimited to the target populations only. Thus, factors affecting the implementation of M&E in Kajiado County remain an open question. This is the nature of information NGOs need to support program control policies. This survey study attempts to contribute to the knowledge base by examining the factors influencing implementation of monitoring and evaluation in NGOs water projects in Kajiado County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that will be used in conducting the study. This includes the research design, target population, the sample size and sampling technique, research instrument, data collection procedure, data analysis technique, ethical consideration and operationalization of variables.

3.2 Research Design

This study employed descriptive survey research design. This particular design was ideal since the research entailed collecting and comparing data from the phenomenon at the same time of study. Mugenda (2003) argued that descriptive survey designs are appropriate where the overall objective is to establish whether significant associations among variables existed at some point in time. The design was ideal since it seeks to describe the characteristics of certain groups, estimate the proportion with certain characteristics and make predictions. Thus, the design was chosen because of its ability to ensure minimization of bias and maximization of the reliability of evidence so collected. This design involved the collection of quantitative data for carrying out inferential analysis and qualitative data for describing and explaining themes of behavior discerned about the factors influencing implementation of M&E.

3.3 Target Population

A target population according to Kothari (2004) is a full set of cases from which a sample is taken. For this study, the unit of analysis was 16 NGOs implementing water projects in Kajiado County (WASH Alliance Kenya, 2017). Averagely, the NGOs have one project manager and three M&E officers. Thus, the population of this study consisted of 48 M&E officers and 16 project managers drawn from the NGOs giving a total of 64 people as the target population.

3.4. Sample size and sampling procedure

In this survey study sample size was determined using Kerjcie and Morgan original table for determining sample size and sampling procedure was carried out as described.

3.4.1 Sample size

A sample is a subset or part of the target population in a study from which information is obtained. The sample size for the study was 56 drawn from the target population of 64 using Kerjcie and Morgan table (1970).

3.4.2 Sampling procedure

According to Mugenda and Mugenda (2003) sampling is the process of selecting the subjects or cases to be included in the study as representative of the target population. The sample for this research study was arrived at using stratified random sampling method. The population was put in strata based of project managers and M&E officers and then a sample unit for the study was selected from each stratum randomly based on proportionality. Thus, a sample size of 56 comprising of 14 project managers and 42 M&E officers was drawn from the population. The basic unit of analysis in this study was the NGO.

Table 3.1 Sample size and sampling procedure

Category of Population	Target pop	Sample Size	Percentage
Project managers	16	14	25
M&E officers	48	42	75
Total	64	56	100

Whereas individual staff members completed the questionnaires about project M&E practices, the focus was the NGOs practices; hence the NGOs rather than the projects were the subject of study. The respondents for the target population were the project managers and M&E staff in the projects. This was because they were responsible for many aspects of the projects, including the implementation of M&E. Therefore, they were better placed to provide the information required by this study. The study used stratified sampling since respondents from each homogeneous stratum reduces sampling error giving a sample size that is more representative than applying simple random sampling technique uniformly across the entire research population. This sampling procedure can also produce a weighted mean that has less variability than the arithmetic mean of a simple random sample of the entire population.

3.5 Research Instruments

A structured questionnaire was self-administered to collect data from the respondents. Questionnaire was appropriate because it is cost effective and faster to administer. The questionnaire consisted of items applying the Likert scale with the responses ranging from strongly agree, agree, neutral, disagree and strongly disagree. This was used because they were easier to administer and to analyze. The questionnaire consisted of two parts with a total of 31 items. Part I which solicited general information about the respondents such as gender, age, education level and work experience. Part II which solicited information on the factors affecting implementation of M&E in NGOs water projects namely stakeholders' involvement, resource availability, technical expertise and appropriate M&E tools and guidelines.

3.5.1 Piloting the Instruments

This involves checking for the suitability of the questionnaire. The quality of research instrument determines the outcome of the study. Piloting promotes clarity of the questionnaire items and ensures that the generated data is meaningfully analyzed in relation to the stated research questions. Piloting also helps to establish whether the questionnaire is valid, the respondents interpret all questions in the same manner, the wording is clear and also helps eliminate potential research bias. Based on Mugenda and Mugenda (2003) theory of sampling, the study used 10% of the sample size (6 respondents) comprising of project managers and M&E officers working in NGOs implementing water projects in neighboring Machakos County to test the rigor of the instrument. After piloting, adjustments were made in order to address areas of concern.

3.5.2 Validity of the Instruments

Mugenda and Mugenda (2003) describe validity as a measure of the degree to which data obtained from an instrument accurately represents a phenomenon under study. Testing the validity of research instruments helps the researcher to be sure that the items measure the desired constructs. The study used both theoretical and empirical assessments to test validity. The study used content validity to test theoretical assessment. Content validity is the assessment of how well a set of scale items matches with the relevant content domain of the construct it tries to measure. Content validity is a matter of judgment by the researcher and professionals, and has no specific formula for determination. This test of validity method was selected because it is

consistent with the objectives of the study and the research paradigm that seek to unearth the factors affecting implementation of M&E.

To test for validity of the research instrument in this study, expert opinion from three experts in the project management field was sought. This study therefore established content validity of the instruments by seeking the views of the researcher's supervisor who checked the questions against the objectives, one project manager as well as one M&E officer. The study also used construct validity to check on how questions in the questionnaire are phrased in terms of clarity and vagueness. A measure is said to possess construct validity to the degree that it conforms to predicted correlations with other theoretical propositions.

3.5.3 Reliability of the Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability answers the question whether the scores are stable over time when the instrument is administered a second time (Creswell, 2003). To ensure reliability, the researcher used split-half technique to calculate reliability coefficient (Spearman coefficient). This involved scoring two-halves of the tests separately for each person and then calculating a correlation coefficient for the two sets of scores. The instrument was split into the odd items and the even items.

The Spearman Brown prophecy formula is:

$$P_{xx}' = 2 P_{yy} / 1 + P_{yy}$$

Where: - P_{xx}' is the reliability projected for the full-length test/scale,

- P_{yy} is the correlation between the half-tests.

- P_{yy} , is also an estimate of the reliability of the test/scale if it contains the same number of items as that contained in the half-test.

Creswell (2012) indicated that a reliable research instrument should have a composite Spearman coefficient, α of at least 0.7 for all items under study. Thus, reliability coefficient, α , of 0.7 was considered acceptable. After piloting the instrument was revised before going to the field to collect data and had a coefficient of 0.867.

3.6 Data Collection Procedure

To generate data for this research study, the researcher obtained a letter of introduction from the University of Nairobi to NACOSTI to secure research permit which was taken to the Kajiado County office for permission to conduct the research in the county. The researcher then visited the sampled NGOs to establish rapport and make appointments with the respondents. The researcher, with the help of research assistants collected information from respondents on the dates agreed upon through direct contact after obtaining informed consent. Instructions were carefully explained to the respondents prior to the interviews after assuring them that the information given will be confidential and be used only for the purpose of the study. Adequate time was accorded each respondent to obtain appropriate answers to the questions after which the completed questionnaires were checked for completeness and accuracy and the data was entered into a Microsoft Excel database and cleaned to remove errors.

3.7 Data Analysis Technique

This involved examining what has been collected in a survey or experiment and making decision and inferences. This entailed collecting, modeling, searching for patterns and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making. For descriptive data the study developed frequency distribution, calculated percentages and tabulated them appropriately. The findings were presented in percentage, frequency tables and description of the outcome made accordingly. For quantitative data, the study employed inferential analysis especially correlation analysis. To aid in the analysis, the study used SPSS software. The analyzed data was then interpreted to determine the factors influencing implementation of monitoring and evaluation in NGOs water projects in Kajiado County.

3.8 Ethical Issues

The researcher sought research permit from NACOSTI to carry out the research in collaboration with the Kajiado county office. The letter of transmittal was given to the respondents, seeking to explain what the study entailed and assured the respondents that the research is purely for academic purposes. Consent was sought before the exercise began and study observed confidentiality on the information shared by the respondents. The personal right of choice to participation in this study was ensured by informing the respondents of their voluntary

participation and to withdrawal from the study anytime they wished. The findings were shared to any respondent who wished to know the outcome of the research.

3.9 Operationalization of Variables

An operational definition is a definition that defines the exact manner in which variable is measured (Tuckman, 1978). The Table 3.2 indicates the types of variables and how these variables are measured in the course of the study.

Table 3.2: Operational definition of the variables

Objectives	Variables	Indicators	Measurement	Scale of measure ment	Research approach	Data analysis
	Dependent variable: Implementation of M&E	<ul style="list-style-type: none"> Quality of M&E data Cost effectiveness Utilization of M&E information Duration and frequency of M&E Documentation and lesson learnt 	<ul style="list-style-type: none"> The quality of M&E data obtained is good The volume of sales the company makes The M&E process is cost effectiveness There is good utilization of M&E information Duration and frequency of M&E is appropriate There is a good documentation M&E information and utilization of lesson learnt 	Nominal Ordinal	Quantitative or qualitative	Descriptive analysis
To examine how stakeholders' involvement influence implementation of monitoring and evaluation in NGOs water	Independent variable: stakeholders' involvement	<ul style="list-style-type: none"> Consultation in Forums Formulation of M&E Choice of M&E Indicators Data Collection, Reporting 	<ul style="list-style-type: none"> The extent the consultation forums influence implementation of M&E The extent participation in M&E formulation influence implementation of M&E The extent choice of M&E indicators influence implementation of M&E 	Nominal Ordinal	Quantitative or qualitative	Descriptive analysis

projects		<ul style="list-style-type: none"> and Sharing Information • Taking Actions and Decisions 	<ul style="list-style-type: none"> • The extent data collection, reporting and sharing information influence implementation of M&E • The extent decisions and actions influence implementation of M&E 			
To determine the extent to which resource availability influence implementation of monitoring and evaluation in NGOs water projects	Independent variable: resource availability	<ul style="list-style-type: none"> • Availability • Adequacy • Accessibility • Utilization of M&E funds 	<ul style="list-style-type: none"> • The extent funds availability influence implementation of M&E • The adequacy of funds influence implementation of M&E • The extent fund accessibility influence implementation of M&E • The extent utilization of M&E funds influence implementation of M&E 	Nominal Ordinal	Quantitative or qualitative	Descriptive analysis
To establish the extent to which technical expertise influence implementation	Independent variable: technical expertise	<ul style="list-style-type: none"> • M&E skills • Number of M&E staff • Experience in M&E • Educational level 	<ul style="list-style-type: none"> • The extent the M&E skills influence implementation of M&E • The number of M&E staff influence implementation of M&E • The extent experience in M&E influence implementation of M&E • The extent educational level influence 	Nominal Ordinal	Quantitative or qualitative	Descriptive analysis

of monitoring and evaluation in NGOs water projects			implementation of M&E			
To assess how the use of appropriate tools and guidelines for M&E influence implementation of monitoring and evaluation in NGOs water projects	Independent variable: appropriate tools and guidelines	<ul style="list-style-type: none"> • Methods of M&E • M&E tools used • M&E guidelines • Indicators and performance measure 	<ul style="list-style-type: none"> • The extent of methods used for M&E influence implementation of M&E • The extent M&E tools used influence implementation of M&E • The extent M&E guidelines influence implementation of M&E • The extent indicators and performance measures influence implementation of M&E 	Nominal Ordinal	Quantitative or qualitative	Descriptive analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the study findings which have been discussed in line with the study objectives based on thematic and sub-thematic areas: Questionnaire return rate, General profiles of the respondents, Stakeholders' involvement and implementation of M&E in water projects, Resource availability and implementation of M&E in water projects, Technical expertise and implementation of M&E in water projects, M&E tools and guidelines and implementation of M&E in water projects. The findings are presented in the form of tables showing frequencies and percentages.

4.2 Questionnaire Response Rate

A sample size of 56 project managers and M&E officers was selected from a target population of 64 project managers and M&E officers. Questionnaires were administered to a sample of 14 project managers and 42 M&E officers as respondents in the study. Out of the 56 questionnaires that were administered, 48 questionnaires were duly filled and returned forming the basis for data analysis. This formed a questionnaire return rate of 87.5%. Saunders et al. (2003) asserts that 30 to 50 percent response rate is reasonable enough for statistical generalizations.

4.3 General profiles of the Respondents

This section profiles the respondents in respect to the organization where they work, gender, age, level of educational and duration of service in the organization. Profiling of the respondents was informed by the items in the research instruments used in the study. These are further discussed in the following subsequent sub-themes:

4.3.1 Distribution of Respondents by Gender

The study found out on whether the respondents were males or females so as to compare the level of participation. The study gave no preferential consideration to none of the gender in the selection of respondents. Respondents were therefore asked to indicate their gender. The responses were as shown in Table 4.1

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	30	62
Female	18	38
Total	48	100

Table 4.1 indicates that 38% of the respondents were females while 62% were males. This is due to the fact that there were more men than women engaged in implementation M&E activities of water projects in Kajiado County.

4.3.2 Distribution of Respondents by Age Bracket

The study found out on the age bracket of the respondents. This was done to understand the age distribution of the respondents since it could provide background for analysis. The respondents were asked to state their age brackets. The result is presented in Table 4.2.

Table 4.2: Distribution of Respondents by Age Bracket

Age Bracket	Frequency	Percentage
21 – 25 years	2	4
26 – 30 years	4	8
31 – 35 years	7	15
36 – 40 years	11	23
41 – 45 years	10	21
46 – 50 years	6	13
51 – 55 years	5	10
Over 55 years	3	6
Total	48	100

Table 4.2 shows that the age bracket 21-25 years had a frequency of 2 (4%); age bracket 26-30 years had a frequency of 4 (8%); age bracket 31-35 years had a frequency of 7 (15%); age bracket 36-40 years had a frequency of 11 (23%); age bracket 41-45 years had a frequency of 10 (21%); age bracket 46-50 years had a frequency of 6 (13%); age bracket 51-55 years had a frequency of 5 (10%) while age bracket above 55 years had a frequency of 3 (6%). Given that 71% fell between 45 years and below, majority of the officers were young and capable of implementing M&E activities with ease.

4.3.3 Distribution of Respondents by highest level of education

The study found out on the respondents' highest level of education so as determine their knowledge on M&E implementation. The options that were provided in this item were: high school; certificate; diploma; bachelor's degree; post graduate degree; and others. The responses were as shown in Table 4.3.

Table 4.3: Distribution of Respondents by highest level of education

Highest education level	Frequency	Percentage
High School	0	0
Certificate	2	4
Diploma	8	17
Bachelor Degree	15	31
Post Graduate Degree	23	48
Other (specify)	0	0
Total	48	100

The results in Table 4.3 show that tertiary certificate had a frequency of 2 (4%); diploma had a frequency of 8 (17%); bachelor degree had a frequency of 15 (31%); post graduate degree had a frequency of 23 (48%). Thus, the respondents had basic education to enable them fill the questionnaires. Given that 96% had formal education in relation to M&E implementation, they were capable on effectively implement M&E activities.

4.3.4 Distribution of Respondents by Duration of Service in the Organization

The study found out on how long the respondents had worked in their organizations so as to determine the extent they are experienced in the M&E implementation. The data was clustered and categorized as shown in Table 4.4.

Table 4.4: Distribution of Respondents by Tenure of Service in the Organization

Duration of service	Frequency	Percentage
Below 1 year	5	10
1 – 2 years	6	13
3 – 4 years	10	21
5 years and above	27	56
Total	48	100

The results in Table 4.4 show that below 1 year had a frequency of 5 (10%); 1-2 years had a frequency of 6 (13%); 3-4 years had a frequency of 10 (21%); and 5 years and above had a frequency of 27 (56%). This shows that majority of the respondents had enough experience to implement M&E activities successfully.

4.4 Stakeholder involvement and implementation of M&E in water projects

The first objective that the study was out to achieve was to examine how stakeholder involvement influences implementation of M&E in water projects. To achieve this, the respondents were asked to give their opinions on the level of agreement or disagreement with the statements using likert scale of 1-5 where: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The results are presented in Table 4.5.

Table 4.5: Stakeholder involvement and implementation of M&E in water projects

Statement	1	2	3	4	5	mean	σ_s
Stakeholders' engagement through consultation forums enhance M&E implementation	8(17)	8(17)	2(4)	20(41)	10(21)	3.33	1.21
Engaging stakeholders in the formulation of M&E promote cost effectiveness	11(23)	17(35)	3(6)	10(21)	7(15)	2.69	.92
Engaging stakeholders in data collection, reporting and sharing information ensure documentation and lesson learnt	4(8)	6(13)	4(8)	12(25)	22(46)	3.88	1.42
Engaging stakeholders in taking actions and decisions facilitates utilization of M&E information	8(17)	12(25)	2(4)	14(29)	12(25)	3.21	.91
Engaging stakeholders influence implementation of M&E	3(6)	5(10)	1(2)	21(44)	18(38)	3.96	1.50

The study found out on whether the stakeholders were consulted through forums and the influence of the consultation on M&E implementation. The results in Table 4.5 show that 10 (21%) strongly agreed, 20 (41%) agreed, 2 (4%) were neutral, 8 (17%) disagreed, and 8 (17%) strongly disagreed with a mean and standard deviation of 3.33 and 1.21 respectively. The findings showed that consultations were not done exhaustively as 34% were not satisfied.

The study found out on whether the key stakeholders were involved in the formulation of M&E plan and the influence of the involvement on M&E implementation. The results in Table 4.5 show that 7 (15%) strongly agreed, 10 (21%) agreed, 3 (6%) were neutral, 17 (35%) disagreed, and 11 (23%) strongly disagreed with a mean and standard deviation of 2.69 and .92 respectively. This shows that the key stakeholders were barely included into the formulation of M&E plans.

The study found out on whether the data collection, reporting and sharing information involve all the stakeholders and how that influence M&E implementation. The results in Table 4.5 show that 22 (46%) strongly agreed, 12 (25%) agreed, 4 (8%) were neutral, 6 (13%) disagreed, and 4 (8%) strongly disagreed with a mean and standard deviation of 3.88 and 1.42 respectively. This shows majority of the stakeholders (71%) are involved in the data collection, reporting and sharing.

The study found out on whether the stakeholders' inputs were sought in taking actions and decisions and the influence of those decisions and actions on the M&E implementation. The results in Table 4.5 show that 12 (25%) strongly agreed, 14 (29%) agreed, 2 (4%) were neutral, 12 (25%) disagreed, and 8 (17%) strongly disagreed with a mean and standard deviation of 3.21 and .91 respectively. Thus, the opinions of the stakeholders were considered in making decisions and taking actions as supported by 61%.

The study found out on whether stakeholder involvement influences implementation of M&E. The results in Table 4.5 show that 18 (38%) strongly agreed, 21 (44%) agreed, 1 (2%) were neutral, 5 (10%) disagreed, and 3 (6%) strongly disagreed with a mean and standard deviation of 3.96 and 1.50 respectively. Thus, 82% of the respondents saw the importance of stakeholders' importance to M&E implementation. This indicates that stakeholders' involvement significant factor that influence the implementation of M&E. The findings have shown that stakeholders' involvement remains very minimal with bulk of the work done by the projects implementers while the target groups remain largely passive in the projects implementation.

Actually, they are engaged mainly in filling-in M&E questionnaires. Their opinions are watered down in the decision making and next course of action. These findings mirrors Mushori (2015) findings who noted that only a third of the respondents were involved in the implementation of

M&E activities implying that only a handful of the stakeholders are involved in the M&E implementation activities. Despite the assertions by Murungi (2015) that stakeholders' involvement promote is essential to promoting project ownership and sustainability.

4.5 Resource Availability and implementation of M&E in water projects

The second objective that the study was out to achieve was to examine how resource availability influences implementation of M&E in water projects. To achieve this, the respondents were asked to give their opinions on the level of agreement or disagreement with the statements using likert scale of 1-5 where: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The results are presented in Table 4.6.

Table 4.6: Resource Availability and implementation of M&E in water projects

Statement	1	2	3	4	5	mean	$\bar{\sigma}_s$
Resource availability determines duration and frequency of M&E	4(8)	5(11)	1(2)	14(29)	24(50)	4.02	1.57
Funds adequacy enhance quality of M&E data	3(6)	4(9)	1(2)	15(31)	25(52)	4.15	1.64
Funds accessibility improves utilization of M&E information	1(2)	3(6)	2(4)	12(25)	30(63)	4.40	1.83
Utilization of M&E funds ensure documentation and lesson learnt	1(2)	2(4)	2(4)	13(27)	30(63)	4.23	1.88
Resource availability influence implementation of M&E	0(0)	2(4)	2(4)	14(29)	30(63)	4.50	1.90

The study found out on whether the availability of funds had an influence on the implementation of M&E. The results in Table 4.6 show that 24 (50%) strongly agreed, 14 (29%) agreed, 1 (2%) were neutral, 5 (11%) disagreed, and 4 (8%) strongly disagreed with a mean and standard deviation of 4.02 and 1.57 respectively. Majority of respondents (79%) agreed that availability of funds influence implementation of M&E. Implementation of M&E activities can only take place when funds are available.

The study found out on whether adequacy of funds had an influence on the implementation of M&E. The results in Table 4.6 show that 25 (52%) strongly agreed, 15 (31%) agreed, 1 (2%)

were neutral, 4 (9%) disagreed, and 3 (6%) strongly disagreed with a mean and standard deviation of 4.15 and 1.64 respectively. Majority of respondents (83%) agreed adequacy of funds influence implementation of M&E. For meaningful M&E activities to take place funds must not only be available but must be sufficient.

The study found out on whether the accessibility of funds had an influence on the implementation. The results in Table 4.6 show that 30 (63%) strongly agreed, 12 (25%) agreed, 2 (4%) were neutral, 3 (6%) disagreed, and 1 (2%) strongly disagreed with a mean and standard deviation of 4.40 and 1.83 respectively. Majority of the respondents (88%) agreed accessibility of funds influence implementation of M&E. Meaningful M&E activities can only take place when the funds are accessible.

The study found out on whether the utilization of M&E funds had an influence on the implementation. The results in Table 4.6 show that 30 (63%) strongly agreed, 13 (27%) agreed, 2 (4%) were neutral, 2 (4%) disagreed, and 1 (2%) strongly disagreed with a mean and standard deviation of 4.23 and 1.88 respectively. Thus, majority of the respondents (90%) agreed utilization of M&E funds influence implementation of M&E. Until the funds are used efficiently and effectively, successful implementation of M&E remains a mirage.

The study found out on whether resource availability influences implementation of M&E. The results in Table 4.6 show that 30 (63%) strongly agreed, 14 (29%) agreed, 2 (4%) were neutral, and 2 (4%) disagreed with a mean and standard deviation of 4.50 and 1.90 respectively. Thus, 92% of the respondents asserted that resource availability influence implementation of M&E. This shows that financial resources strongly influence M&E implementation.

These findings also reinforce the observations by Nyakundi (2014) who showed that budgetary allocation influences the implementation of M&E activities. The findings have also showed a strong link between how the M&E funds are utilized and implementation of M&E activities which echoes the observation by Musomba et.al (2013) that programs faced problems of cost overruns during M&E implementation mainly due to poor utilization of M&E funds.

4.6 Technical expertise and implementation of M&E in water projects

The third objective that the study was out to achieve was to examine how technical expertise influences implementation of M&E in water projects. To achieve this, the respondents were asked to give their opinions on the level of agreement or disagreement with the statements using likert scale of 1-5 where: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The results are presented in Table 4.7.

Table 4.7: Technical expertise and implementation of M&E in water projects

Statement	1	2	3	4	5	mean	σ_s
M&E skills enhance quality of M&E data	2(4)	6(13)	1(2)	23(48)	16(33)	3.94	1.51
Number of M&E staff determines duration and frequency of M&E	5(10)	8(17)	2(4)	20(42)	13(27)	3.58	1.29
Experience in M&E promotes cost effectiveness	4(8)	6(13)	2(4)	22(46)	14(29)	3.75	1.40
Educational level improves utilization of M&E information	4(8)	8(17)	1(2)	15(31)	20(42)	3.81	1.40
Technical expertise influence implementation of M&E	4(8)	6(13)	1(2)	14(29)	23(48)	3.96	1.52

The study found out on whether the respondents had M&E skills and how M&E skills influence M&E implementation. The results in Table 4.7 indicated that 16 (33%) strongly agreed, 23 (48%) agreed, 1 (2%) were neutral, 6 (13%) disagreed, and 2 (4%) strongly disagreed with a mean and standard deviation of 3.94 and 1.51 respectively. Thus, a majority of respondents (81%) agreed that they had M&E skills. This showed that the organization had qualified personnel to implement M&E activities.

The study found out on whether the number of M&E staff had an influence on the implementation of M&E. The results in Table 4.7 show that 13 (27%) strongly agreed, 20 (42%) agreed, 2 (4%) were neutral, 8 (17%) disagreed, and 5 (10%) strongly disagreed with a mean and standard deviation of 3.58 and 1.29 respectively. The findings reveal that majority of the respondents (69%) felt that the number of M&E staff influenced the M&E implementation. Thus, it is important to have adequate number of M&E officers to implement M&E successfully.

The study found out on whether the experience of M&E staff had an influence on the implementation of M&E. The results in Table 4.7 show that 14 (29%) strongly agreed, 22 (46%) agreed, 2 (4%) were neutral, 6 (13%) disagreed, and 4 (8%) strongly disagreed with a mean and standard deviation of 3.75 and 1.40 respectively. This shows that experience in M&E was very important in the implementation of M&E as supported by 75% of the respondents. Experienced staff ensures efficiency and effectiveness of the M&E activities.

The study found out on whether the educational level of the respondents had an influence on the implementation of M&E. The results in Table 4.7 show that 20 (42%) strongly agreed, 15 (31%) agreed, 1 (2%) were neutral, 8 (17%) disagreed, and 4 (8%) strongly disagreed with a mean and standard deviation of 3.81 and 1.40 respectively. The findings show that 74% of the respondents believed that the level of education influence the implementation of M&E. Educational knowledge of M&E is crucial in the implementation of M&E as the officers are able to relate with ideas and concepts.

The study found out on whether technical expertise influences implementation of M&E. The results in Table 4.7 show that 23 (48%) strongly agreed, 14 (29%) agreed, 1 (2%) were neutral, 6 (13%) disagreed, and 4 (8%) strongly disagreed with a mean and standard deviation of 3.96 and 1.52 respectively. This indicates that technical expertise is a vital tool for the implementation of M&E as supported by 77%.

The findings have shown that technical expertise is crucial to successful implementation of M&E activities. These findings espouse the sentiments by Gladys, et. al. (2010) that there is a strong link between technical skills in M&E and implementation of M&E. the findings further revealed that formal training and experience are important for M&E implementation which is in line with Acevedo et al. (2010) that both formal training and on the job experience are important in M&E implementation.

4.7 M&E tools and guidelines and implementation of M&E in water projects

The fourth objective that the study was out to achieve was to examine how M&E tools and guidelines influence implementation of M&E in water projects. To achieve this, the respondents were asked to give their opinions on the level of agreement or disagreement with the statements

using likert scale of 1-5 where: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The results are presented in Table 4.8.

Table 4.8: M&E tools and guidelines and implementation of M&E in water projects

Statement	1	2	3	4	5	mean	$\bar{\sigma}_s$
The methods of M&E are cost effective	4(8)	11(23)	3(6)	12(25)	18(38)	3.60	1.31
The M&E tools ensure utilization of M&E information	5(10)	9(19)	2(4)	15(31)	17(36)	3.63	1.26
The M&E guidelines promote documentation and lesson learning	2(4)	8(17)	2(4)	17(35)	19(40)	3.90	1.41
The indicators and performance measure for implementation of M&E ensure quality of M&E data	5(10)	7(15)	1(2)	17(35)	18(38)	3.75	1.36
The M&E tools and guidelines facilitate M&E implementation	3(6)	5(11)	1(2)	16(33)	23(48)	4.04	1.56

The study found out on whether the methods of M&E had an influence on the implementation. The results in Table 4.8 show that 18 (38%) strongly agreed, 12 (25%) agreed, 3 (6%) were neutral, 11 (23%) disagreed, and 4 (8%) strongly disagreed with a mean and standard deviation of 3.60 and 1.31 respectively. Thus, the methods adopted in carrying out M&E is important to a successful implementation of M&E as the methods determine the nature of the data collected and instruments of data collection.

The study found out on whether the M&E tools used had an influence on the implementation. The results in Table 4.8 show that 17 (36%) strongly agreed, 15 (31%) agreed, 2 (4%) were neutral, 9 (19%) disagreed, and 5 (10%) strongly disagreed with a mean and standard deviation of 3.63 and 1.26 respectively. This shows M&E tools used by practitioners influence implementation of M&E as supported by 67% of the respondents.

The study found out on whether the M&E guidelines used had an influence on the implementation. The results in Table 4.8 show that 19 (40%) strongly agreed, 17 (35%) agreed, 2 (4%) were neutral, 8 (17%) disagreed, and 2 (4%) strongly disagreed with a mean and standard

deviation of 3.90 and 1.41 respectively. The findings reveal that the M&E guidelines influence implementation of M&E as attested to by 75% of the respondents.

The study found out on whether the indicators and performance measure had an influence on the implementation. The results in Table 4.8 show that 18 (38%) strongly agreed, 17 (35%) agreed, 1 (2%) were neutral, 7 (15%) disagreed, and 5 (10%) strongly disagreed with a mean and standard deviation of 3.75 and 1.36 respectively. The findings show that 73% of the respondents believed that indicators and performance measure influenced implementation M&E as they help gauge how much the project has achieved.

The study found out on whether M&E tools and guidelines influence implementation of M&E. The results in Table 4.8 show that 23 (48%) strongly agreed, 16 (33%) agreed, 1 (2%) were neutral, 5 (11%) disagreed, and 3 (6%) strongly disagreed with a mean and standard deviation of 4.04 and 1.56 respectively. This indicates that M&E tools and guidelines is a crucial tool for the implementation of M&E as supported by 81% of the respondents. The findings reinforce Wachamba (2013) findings that the M&E tools and techniques greatly influence the implementation of M&E activities. The findings also agree with Mathis et al., (2001) that using standard and recognized standards and practices greatly influence the implementation of M&E activities.

4.8 Implementation of M&E in NGOs water projects

The study sought data on implementation of M&E in NGOs water projects. The responses were as presented in table 4.9.

Table 4.9: Implementation of M&E in NGOs water projects

Statement	1	2	3	4	5
The implementation of M&E by our organization is satisfactory	6	10	6	36	42
The quality of M&E information gathered is good	6	10	4	33	47
The implementation of M&E is cost effective	13	19	4	29	35
There is good utilization of M&E information	13	21	10	23	33
Duration and frequency of M&E is adequate	4	9	6	31	50
There is proper documentation M&E information and application of lesson learnt	2	10	8	36	44

The results in Table 4.25 show that 78% of the respondents agreed that implementation of M&E by the respective organization was satisfactory, 16% disagreed while 6% were not sure. The respondents based their rating on stakeholders' satisfaction by external evaluators and regular responses from the stakeholders. This could be attributed to the effectiveness of the projects which always gave satisfactory results. 80% of the respondents agreed that the quality of M&E information gathered was good, 16% disagreed while 4% were unable to ascertain the quality of M&E information gathered. This shows that the method of collection and delivery was appropriate to the development context as well as proper policy and regulatory frameworks were adhered to.

The findings also showed that the implementation of M&E was cost effective as supported by 64% of the respondents concurred. However, 32% disagreed while 10% were unsure. This means that the program implementation was efficient. 56% of the respondents agreed that there was good utilization of M&E information, 34% disagreed while 10% were unable to discern if there was good utilization of M&E information. Given that majority of the respondents agreed that there was good utilization of M&E information, the implementation of M&E activities was based on the collected views and observations. The study further revealed that 81% of the respondents agreed that the duration and frequency of M&E was adequate, 13% disagreed while 6% were neutral. Also 80% of the respondents agreed that there was proper documentation M&E information and application of lesson learnt, 12% disagreed while 8% were not sure.

4.9 Correlational Analysis

Correlational analysis using Pearson correlation was conducted to determine whether there is a relationship between the factors under study and implementation of M&E in water projects. The results were presented in table 4.10.

Table 4.10: Correlation analysis

	stakeholder involvement	Resource Availability	Technical expertise	M&E tools And guidelines	implementation of M&E
Stakeholder involvement	Pearson Correlation	1	.744**	.721**	.813** .792**
Sig. (2-tailed)		.000	.000	.000	.000
N		100	100	100	100
Resource availability	Pearson Correlation	.744**	1	.725**	.868** .900**
Sig. (2-tailed)	.000	.000	.000	.000	.000
N		100	100	100	100
Technical expertise	Pearson Correlation	.721**	.725**	1	.836** .793**
Sig. (2-tailed)	.000	.000	.000	.000	.000
N		100	100	100	100
M&E tools and Guidelines	Pearson Correlation	.813**	.868**	.836**	1 .808**
Sig. (2-tailed)	.000	.000	.000	.000	.000
N		100	100	100	100

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

Table 4.26 shows that stakeholder involvement has correlation coefficient of 0.792. The analysis indicates that resource availability has correlation coefficient of 0.900. The analysis indicates that technical expertise has correlation coefficient of 0.793. The analysis indicates that M&E tools and guidelines has correlation coefficient of 0.808. From the correlational analysis, stakeholders involvement, resource availability, technical expertise and M&E tools and guidelines all have influence on the implementation of M&E.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter presents and discusses briefly the summary of findings, then offers a conclusion and recommendations from the findings, and finally gives suggestions for further research.

5.2 Summary of findings

The purpose of this study was to determine the factors influencing implementation of monitoring and evaluation in NGOs water projects in Kajiado County. The research objectives were used to guide the collection of required data from the respondents. The study had four main objectives which were: to examine how stakeholders' involvement influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County; to determine the extent to which resource availability influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County; to establish the extent to which technical expertise influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County; and to assess how the use of appropriate tools and guidelines for M&E influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County.

5.2.1 Stakeholder involvement and implementation of M&E in water projects

The study showed that stakeholders' involvement is a significant factor that influences the implementation of M&E as supported by 82% and with a correlation coefficient of 0.792. The study noted that consultations influence implementation of M&E as 62% even though not done comprehensively. The study also showed that the key stakeholders were barely included into the formulation of M&E plans as supported by 58% even though majority of the stakeholders (71%) were involved in the data collection, reporting and sharing. Furthermore,, the opinions of the stakeholders were considered in making decisions and taking actions as supported by 61%.

5.2.2 Resource availability and implementation of M&E in water projects

The study showed that resource availability is a significant factor that influences the implementation of M&E as supported by 92% and with a correlation coefficient of 0.900. The findings showed that majority of respondents (79%) agreed that availability of funds influence

implementation of M&E. Further, (83%) of the respondents agreed adequacy of funds influence implementation of M&E. Majority of the respondents (88%) concurred that accessibility of funds influence implementation of M&E. in addition, 90% of the respondents agreed that utilization of M&E funds influence implementation of M&E.

5.2.3 Technical expertise and implementation of M&E in water projects

The study showed that technical expertise is a significant factor that influences the implementation of M&E as supported by 77% and with a correlation coefficient of 0.793. The study that majority of respondents (81%) agreed that they had M&E skills. The study also divulged that majority of the respondents (69%) felt that the number of M&E staff influenced the M&E implementation. The findings showed that the experience in M&E was crucial in the implementation of M&E as supported by 75% of the respondents. Moreover, the study showed that 74% of the respondents believed that the level of education as factor that influence the implementation of M&E.

5.2.4 M&E tools and guidelines and implementation of M&E in water projects

The study showed that M&E tools and guidelines is a significant factor that influences the implementation of M&E as supported by 81% and with a correlation coefficient of 0.808. The findings showed that 63% of the respondents supported that the methods of M&E adopted influence implementation of M&E. The study also revealed that the M&E tools used by practitioners influence implementation of M&E as supported by 67% of the respondents. Moreover, the findings revealed that the M&E guidelines influence implementation of M&E as attested to by 75% of the respondents. The findings showed that 73% of the respondents believed that indicators and performance measure influenced implementation M&E as they help gauge how much the project has achieved.

5.3 Conclusions

The study sought to determine the factors influencing implementation of monitoring and evaluation in NGOs water projects in Kajiado County. The study examined four factors and was guided by four objectives. Research objective one in this study was to examine how stakeholders' involvement influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County. The study showed that stakeholders' involvement is a

significant factor that influences the implementation of M&E as supported by 82% and with a correlation coefficient of 0.792. The stakeholders involvement is crucial to implementation of M&E as they provide a pair of lenses to focus on the project progress throughout the project life cycle. Such invaluable insights on priorities and appropriate processes during the design, planning, implementation, and M&E phases of the projects are essential to ensure project success. All these guarantee local ownership of the project and thus the likelihood of a sustained impact. The study recommends that stakeholders need to be engaged in the formulation and implementation processes, paying attention to their needs to ensure their maximum participation in the project. Failure to involve stakeholders is a recipe for non performing projects.

Research objective two in this study was to determine the extent to which resource availability influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County. The study found out that resource availability is a significant factor that influences the implementation of M&E as supported by 92% and with a correlation coefficient of 0.900. Thus, lack of allocation for M&E or insufficient allocation results in poor implementation of M&E phase. Insufficient allocation of funds to any given activity slows progress while over allocation cause wastage of resources and reduced productivity. This has been noted in cases where programs faced problems of cost overruns during M&E phase due to were limited funds allocated for M&E or poor use of funds hampering the project performance. Thus, effective and efficient allocation of scarce resources among development phases and among activities within phases is importance to ensure program success.

Research objective three in this study was to establish the extent to which technical expertise influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County. The study found out that technical expertise is a significant factor that influences the implementation of M&E as supported by 77% and with a correlation coefficient of 0.793. Thus, competent personnel are needed to ensure successful implementation of M&E activities by hiring the right people, training the staff, hiring external consultants for focused inputs and also keeping track of staff performance through regular evaluation, striving for continuity of staff and finding highly qualified person to coordinate.

Both formal training and on-the-job experience are important in developing M&E officers for effective implementation of M&E activities. Through participatory approach, the M&E officers can pass the same knowledge and skills on M&E activities to other stakeholders. There is need to promote capacity building to enhance effectiveness of M&E as well as formation of professional association of M&E experts in order to develop and improve the quality and quantity of local M&E experts since the success of M&E depends on the competence of M&E officers.

Research objective four in this study was to assess how the use of appropriate tools and guidelines for M&E influence implementation of monitoring and evaluation in NGOs water projects in Kajiado County. The study found out that M&E tools and guidelines is a significant factor that influences the implementation of M&E as supported by 81% and with a correlation coefficient of 0.808. M&E guidelines direct the monitoring and evaluation as it explains how the project should work by laying the steps needed to achieve the desired results. The framework increase understanding of the project goals and objective by defining the relationships between factors key to implementation, as well as articulating the internal and external elements that could affect the project's success. Such guidelines should also include details on budgeting and allocation of technical expertise, as well as inform donors and project management on the M&E implementation.

The selection of tools and techniques to be used in an M&E system determines its success or failure. However, a number of the NGOs did not use those tools and techniques explaining the poor implementation of M&E activities of various projects implemented by such NGOs. There is therefore a need to have consensus with all stakeholders on the kind of tools and techniques to be applied which also depends on information needed and available finances. Thus, there is need to train the various M&E tools available to improve the implementation of M&E activities across the various sectors on the economy. It is worth noting that employing the recognized standards and practices by linking M&E to strategic plans and work plans, focusing on efficiency and cost effectiveness, employing a participatory approach to monitoring and evaluation progress, utilizing both international and local expertise, disseminating results widely, using data from multiple sources, and facilitating the use of data for program improvement will greatly improve

the implementation of M&E activities. This is because the M&E system that are set based on best practices promote evidence-based decision-making and public confidence.

5.4 Recommendations

Based on the findings of this study and the conclusion made, the study makes the following recommendations for policy action by NGOs and other stakeholders on effective implementation of M&E activities:

1. There is need to increase training and awareness on M&E processes and procedures through formal training and in-service training to keep them updated in the field.
2. The M&E activities should be allocated enough resources and facilities so as to enhance implementation
3. There is need to implement the existing M&E framework in carrying out M&E activities so as to align various activities to standard protocols which many NGOs have failed to adhere to.
4. The NGOs should ensure that there is adequate early planning for project M&E activities
5. There is need to customized M&E tools to local setting so as to meet the demands of the local projects. .
6. The study recommends that the indicators should be well defined to avoid poor monitoring and evaluation.
7. The study recommends that there should be greater stakeholder's participation in the implementation of M&E activities to promote ownership and sustainability
8. There is need to document and use lessons learned during the program implementation as they serve a reference points as the organization moves from project to project.

5.5 Suggestions for further research

The empirical study has specified a number of relevant issues that the research project did not investigate, but which might be important for further research on the implementation of M&E activities. The following areas are suggested for further research:

1. The influence of donor demands on the effectiveness of M&E processes
2. The influence of leadership skills on the implementation of M&E
3. The influence of organisational culture on the implementation of M&E

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APPENDICES
Appendix I
Transmittal Letter

Devinar Nyaboke Nyamongo
University of Nairobi
School of Distance Education
24 June, 2017
Cell: 0722711985

TO WHOM IT MAY CONCERN

I am a Master candidate at the University of Nairobi and currently conducting a research as partial requirement for the award of the degree of Master of Arts in Project Planning and Management. My research topic is “factors influencing implementation of monitoring and evaluation in non-governmental organisations water projects: case of water and sanitation projects in Kajiado County, Kenya”.

The purpose of this letter is to request you to participate as a respondent in this study by completing the attached questionnaire as accurately as possible. All information collected through this exercise will only be used for academic purposes.

Thank you in advance.

Yours faithfully,

Devinar Nyaboke Nyamongo

Reg. No. L50/84328/2016

University of Nairobi, Department of Extra Mural Studies

Appendix II

Questionnaire for Project Managers and M&E Officers

PART I: GENERAL INFORMATION ABOUT RESPONDENTS

Kindly fill in the information as directed in the various sections provided.

1) What is your Gender? {Please tick one (√)}

Male Female

2) What is your Age bracket? {Please tick one (√)}

21 – 25 years 26 – 30 years 31 – 35 years 36 – 40 years

41 – 45 years 46 – 50 years 51 – 55 years Over 55 years

3) What is your highest level of education? {Please tick one (√)}

High School Certificate Diploma

Bachelor Degree Post Graduate Degree Other (specify)

4) How long have you worked in this NGO?

Below 1 year 1-2 years 3-4 years 5 years and above

PART II: FACTORS AFFECTING IMPLEMENTATION OF M&E

Please give your opinion to the extent you agree with the following statement using a Likert Scale of 1-5 where 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

SECTION A: STAKEHOLDERS INVOLVEMENT

5) Please give your opinion to the extent to which you agree with the following statement using a Likert Scale of 1-5 regarding stakeholders involvement

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Stakeholders engagement through consultation forums enhance M&E implementation					
b) Engaging stakeholders in the formulation of M&E promote cost effectiveness					
c) Engaging stakeholders in choosing M&E indicators improves quality of quality of M&E data					
d) Engaging stakeholders in data collection, reporting and sharing information ensure documentation and lesson learnt					
e) Engaging stakeholders in taking actions and decisions facilitates utilization of M&E information					
f) Engaging stakeholders influence implementation of M&E					

SECTION B: RESOURCE AVAILABILITY

- 6) Please give your opinion to the extent to which you agree with the following statement using a Likert Scale of 1-5 regarding resource availability.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) Funds availability determines duration and frequency of M&E					
b) Funds adequacy enhance quality of M&E data					
c) Funds accessibility improves utilization of M&E information					
d) Utilization of M&E funds ensure documentation and lesson learnt					
e) Resource availability influence implementation of M&E					

SECTION C: TECHNICAL EXPERTISE

7) Please give your opinion to the extent to which you agree with the following statement using a Likert Scale of 1-5 regarding technical expertise.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) M&E skills enhance quality of M&E data					
b) Number of M&E staff determines duration and frequency of M&E					
c) Experience in M&E promotes cost effectiveness					
d) Educational level improves utilization of M&E information					
e) Technical expertise influence implementation of M&E					

SECTION D: APPROPRIATE M&E TOOLS AND GUIDELINES

13) Please give your opinion to the extent to which you agree with the following statement using a Likert Scale of 1-5 regarding appropriate M&E tools and guidelines.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) The methods of M&E are cost effective					
b) The M&E tools ensure utilization of M&E information					
c) The M&E guidelines promote documentation and lesson learning					
d) The indicators and performance measure for implementation of M&E ensure quality of M&E data					
e) The M&E tools and guidelines facilitate M&E implementation					

SECTION E: IMPLEMENTATION OF M&E

14) Please give your opinion to the extent to which you agree with the following statement using a Likert Scale of 1-5 regarding implementation of M&E.

Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) The implementation of M&E by our organization is satisfactory					
b) The quality of M&E information gathered is good					
c) The implementation of M&E is cost effective					
d) There is good utilization of M&E information					
e) Duration and frequency of M&E is adequate					
f) There is proper documentation M&E information and application of lesson learnt					

THANK YOU

Appendix III
Krejcie and Morgan Table

Table 1: Table for Determining Sample Size for a Finite Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970