

**THE INFLUENCE OF RESULTS-BASED MONITORING AND EVALUATION
SYSTEM ON THE PERFORMANCE OF NON-PROFIT ORGANIZATIONS IN
MOMBASA COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration

This thesis/project is my original work and has never been presented for any academic award in any institution.

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DEDICATION

I dedicate this work to my family for the moral and financial support.



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ABSTRACT

This study examines the effectiveness of monitoring and evaluation (M&E) practices within development organizations, focusing on information system accessibility, staff satisfaction, and capacity-building initiatives. The research aims to assess how M&E practices enhance organizational effectiveness, the alignment of information systems with Utilization-Focused Evaluation (UFE) principles, the role of training in strengthening M&E capacity, and the impact of these factors on decision-making. Using a mixed-methods approach, data were collected through surveys, interviews with project staff, and reviews of organizational documents across various development organizations in Mombasa. This provided a comprehensive understanding of how different M&E structures influence operational efficiency. Findings reveal that while staff generally view M&E practices positively and recognize the value of information systems in decision-making, significant challenges persist. Key barriers include limited accessibility to information systems and gaps in staff training, which hinder effective evaluation and learning. The study highlights that aligning M&E frameworks with UFE principles and prioritizing continuous capacity-building efforts significantly enhance M&E effectiveness and staff engagement. To address these challenges, the study recommends investing in structured training programs tailored to M&E personnel, improving access to information systems, and integrating advanced data analytics tools to enhance evaluation accuracy. Additionally, fostering a culture of data-driven decision-making and encouraging collaboration between NGOs, donors, and the government is crucial for establishing standardized M&E frameworks. Future research should explore the integration of emerging technologies, such as artificial intelligence, to streamline data collection and analysis. Additionally, examining the influence of cross-cultural factors on evaluation practices can provide deeper insights for organizations operating in diverse contexts. These findings offer a strategic roadmap for NGOs in Mombasa to strengthen their M&E systems, improve service delivery, and maximize project impact.

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LIST OF ABBREVIATIONS AND ACRONYMS

M&E - Monitoring and Evaluation

NGOs - Non-Governmental Organizations

NPO-Not-For-Profit Organizations

EU - European Union

UN - United Nations

WB - World Bank

SEVAL - Swiss Evaluation Society

GEF - Global Environment Facility

M&E - Monitoring and Evaluation

NGOs - Non-Governmental Organizations

IS - Information Systems

UNDP - United Nations Development Programme

HIV/AIDS - Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome

OECD - Organization for Economic Cooperation and Development

RBME - Results-Based Monitoring and Evaluation

NPOs - Non-Profit Organizations

KIIs - Key Informant Interviews

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Monitoring and Evaluation (M&E) have evolved into indispensable tools in the global development landscape, serving as the backbone for assessing the success and impact of various programs and policies. Internationally, institutions such as the World Bank, the United Nations (UN), and the European Union (EU) have championed the integration of robust M&E systems into development initiatives. These organizations recognize that systematic monitoring and evaluation are critical to ensuring that development goals are met efficiently and effectively, allowing for the timely adjustment of strategies and the optimization of resources.

The World Bank, for instance, has been a leading advocate of Results-Based Monitoring and Evaluation (RBME). Understanding the importance of tracking and assessing performance, the Bank has developed comprehensive frameworks and tools such as the Results-Based Monitoring and Evaluation Toolkit and the Management Handbook. These resources are designed to guide organizations in implementing RBME, thereby enhancing the likelihood of successful program outcomes. Similarly, the United Nations Development Programme (UNDP) has emphasized RBME as a vital instrument for evaluating the effectiveness of development interventions, producing numerous resources to support its implementation globally.

Internationally, the Organization for Economic Co-operation and Development (OECD) has also played a significant role in promoting RBME. The OECD offers guidance through publications like "The DAC Handbook on Monitoring and Evaluation" and "Evaluating Development Policies to Improve the Efficiency of Aid." These resources aim to improve the effectiveness of aid by ensuring that development policies are continually assessed and refined based on measurable outcomes.

On a national level, many countries have adopted RBME principles within their development frameworks. In Kenya, the government has integrated RBME into its national development strategies, such as the Medium-Term Plans and Vision 2030. These strategies incorporate RBME to monitor outcomes, measure progress, and ensure the successful implementation of policies and programs. This national commitment shows the recognition of RBME as a critical component in driving sustainable development and achieving long-term goals.

Non-Governmental Organizations (NGOs) in Kenya have also embraced RBME as a means of enhancing the impact and effectiveness of their programs. Initiatives like the Capacity Development for Non-Governmental Organizations (CDAC) project have highlighted RBME as a crucial element of project management. However, the implementation of RBME in Kenya is not without challenges. Limited financial resources, inadequate capacity, and a lack of standardized processes can hinder effective monitoring and evaluation. Nevertheless, these challenges also present opportunities for collaboration, knowledge sharing, and innovation, as organizations strive to overcome these barriers and enhance their M&E capabilities.

In the context of Mombasa County, Kenya, the need for more efficient and effective monitoring and evaluation practices is particularly pressing. Despite the widespread use of M&E for program evaluation, there is often a lack of standardized processes for tracking project progress, leading to inconsistencies in the effectiveness of monitoring procedures. This can result in monitoring that falls short of the minimum standards for relevance, timeliness, credibility, usability, accuracy, and reliability. Without these qualities, monitoring processes are unlikely to enhance accountability or improve performance.

Results-Based Monitoring and Evaluation (RBME) has emerged as a strategy that systematically addresses these gaps by focusing on outcomes rather than merely activities and resource utilization. Unlike traditional M&E approaches that concentrate on activities, inputs, and outputs, RBME emphasizes the assessment of outcomes and impacts. By integrating conventional methods with RBME, organizations can refine their theories of change and enhance their strategies for achieving desired results.

In Mombasa County, adopting a results-based monitoring and evaluation approach holds significant potential for improving the effectiveness of development initiatives. By focusing on outcomes, organizations can more accurately assess the impact of their projects, ensure the efficient use of resources, and ultimately contribute to the sustainable development of the region. This study aims to explore the potential benefits of RBME in Mombasa County and to identify best practices for implementing this approach effectively.

1.2 Statement of the Problem

In Mombasa County, Non-Governmental Organizations (NGOs) play an essential role in providing social services, promoting development, and improving livelihoods. However, despite their significant contributions, a specific category of NGOs—those working in the areas of education,

health, and community development—face considerable challenges in achieving their project goals and desired outcomes. These challenges are primarily related to gaps in their Monitoring and Evaluation (M&E) systems, which are critical for tracking project performance, assessing impact, and ensuring accountability.

Many of these organizations struggle with integrating effective M&E practices into their project planning and implementation, resulting in suboptimal project performance. The most common barriers include insufficient technical expertise in M&E, inadequate involvement of stakeholders in the M&E process, and limited management participation. A lack of structured M&E systems has led to challenges in resource utilization, project scope adherence, and timely project completion. For example, despite the importance of M&E in project success, organizations in Mombasa have reported a significant number of projects failing to meet their objectives, with some reporting inefficiency rates of over 30% in resource utilization.

In particular, NGOs in Mombasa County working in education and health sectors face a pressing need to adopt Results-Based Monitoring and Evaluation (RBME) practices. These practices are essential for tracking project outcomes, ensuring accountability, and demonstrating tangible impacts to donors and beneficiaries. However, many organizations in these sectors are yet to fully embrace RBME, largely due to resource constraints, lack of technical expertise, and organizational resistance to change.

Given the critical role that M&E plays in ensuring the success of development projects, it is crucial for NGOs in Mombasa to adopt robust and systematic M&E frameworks. A lack of M&E not only compromises project performance but also weakens the ability of these organizations to secure sustained funding and demonstrate the effectiveness of their initiatives. Therefore, this study focuses on NGOs operating in the education and health sectors in Mombasa County, as they are key to the region's social development and require efficient M&E systems to maximize their impact. By identifying the specific challenges these organizations face in implementing RBME systems, this research will provide actionable recommendations to help them strengthen their M&E practices, improve project outcomes, and enhance their accountability to stakeholders.

1.3 Objectives of the Study

The report was being guided by the following objectives:

1. To assess how monitoring and evaluation (M&E) plans affect the performance of non-profit organizations in Mombasa County, Kenya.
2. To determine how M&E information systems impact the performance of non-profit organizations in Mombasa County, Kenya.
3. To examine how human resource capacity for monitoring and evaluation contributes to the performance of non-profit organizations in Mombasa County, Kenya.

1.4 Research Questions

This study addresses four key research questions;

1. How does the influence of monitoring and evaluation plans impact the performance of non-profit organizations in Mombasa County, Kenya?
2. In what ways do monitoring and evaluation systems influence the performance of non-profit organizations in Mombasa County, Kenya?
3. What impact does the capacity of human resources have on the performance of non-profit organizations in Mombasa County, Kenya?

1.5 Significance of the Study

This research holds significance for a range of stakeholders, including NGOs, government bodies, students, researchers, and academics, in understanding the role of monitoring and evaluation (M&E) systems in improving NGO performance. The findings of this study are anticipated to offer valuable perspectives on how Results-Based Monitoring and Evaluation (RBME) systems enhance the effectiveness and efficiency of non-profit organizations. By analyzing the influence of RBME practices, organizations can pinpoint areas needing improvement, better allocate resources, and improve program results.

For practitioners, the insights gained from this study can inform the development of training programs and capacity-building initiatives aimed at strengthening M&E practices within NGOs. Donors, too, can benefit from understanding the value of RBME in assessing the impact of their funding, enabling them to make more informed decisions regarding resource allocation and support.

Additionally, scholars and academics hoped to gain critical insights into the specific context of M&E systems and their role in boosting organizational performance, particularly in Mombasa County, Kenya. This research may pave the way for further studies and discussions around best practices in M&E, contributing to the broader academic discourse on the effectiveness of non-profit organizations.

Overall, this study aims to bridge the gap between theory and practice in monitoring and evaluation, providing a comprehensive understanding of how robust M&E systems can drive performance improvement in the non-profit sector.

The research will be a useful tool for policymakers, practitioners, and donors who are keen to understand the significance of RBME within the non-profit sector. Policymakers can leverage the findings to shape regulations and policies that encourage the adoption of RBME practices in non-profit organizations. Scholars will gain insights into the specific context of M&E systems and their role in boosting performance in Mombasa County, Kenya.

1.6 Scope of the Study

The results of this study were tailored to the context of Mombasa County and may not have been entirely applicable to other regions or countries. As a result, care was taken when attempting to generalize these findings to a wider population. The study aimed to understand how these factors contributed to the overall effectiveness and success of non-profit organizations in achieving their intended outcomes and impacts.

The study sought to understand how key factors such as staff capacity, information system accessibility, and training initiatives contributed to the overall effectiveness and success of non-profit organizations in Mombasa County in achieving their intended outcomes and impacts. By examining these factors, the research aimed to provide a comprehensive understanding of how M&E practices could enhance organizational performance, resource allocation, and decision-making processes. Specifically, the study investigated the extent to which Results-Based Monitoring and Evaluation (RBME) practices had been implemented in these organizations and how they influenced project outcomes, sustainability, and stakeholder satisfaction.

These findings focused on M&E practices and organizational performance over the past five years. The selection of this time frame was deliberate, as it allowed the study to capture recent trends and

developments in M&E practices and reflect on the ways in which these practices had evolved in response to changing organizational needs, donor expectations, and external challenges. It also provided an opportunity to assess the impact of these changes on organizational outcomes, offering a longitudinal perspective on how M&E systems contributed to the success of development initiatives.

Data were collected from a range of sources, including current and recent M&E reports, organizational performance metrics, interviews with key personnel involved in M&E activities, and other relevant documentation. The inclusion of multiple data sources ensured that the study presented a holistic view of how M&E practices influenced organizational performance. Interviews with M&E staff, project managers, and other stakeholders provided valuable qualitative insights into the practical challenges and successes of implementing M&E systems, while quantitative data from performance metrics offered a more objective measure of organizational outcomes over time.

By concentrating on this specific five-year period, the study findings aimed to capture the evolution of M&E practices in response to both internal and external factors, including donor requirements, resource constraints, and shifts in organizational priorities. Additionally, the study findings explored how non-profit organizations in Mombasa County had adapted their M&E systems to align with emerging global trends, such as the increased focus on data-driven decision-making, sustainability, and accountability. The findings of this research provided a roadmap for other non-profit organizations seeking to strengthen their M&E practices and improve their overall effectiveness, offering both practical recommendations and theoretical insights into the role of M&E in development work.

1.7 Limitations of the Study

The findings of this study are specific to the context of Mombasa County and may not be fully applicable to other regions or countries. Therefore, caution should be exercised when generalizing the results to a broader population. While the insights gained from this research contribute valuable knowledge to the field of non-profit management and monitoring and evaluation practices, further research in diverse contexts is needed to validate and extend these findings for broader applicability.

Because of limitations in resources and time, the study concentrated on a particular sample size, which may restrict the representativeness of the findings. As a result, the outcomes might not fully reflect the diversity and complexity of all non-profit organizations within Mombasa County. To mitigate this limitation, careful consideration was given to selecting a diverse range of organizations within the available sample, aiming to encompass various sizes, sectors, and operational contexts. Additionally, qualitative data collection methods, such as in-depth interviews, allowed for a deeper exploration of individual organizational experiences and perspectives.

The reliance on self-reported data collected through questionnaires and interviews may lead to response bias and social desirability bias, where participants might give answers they think are more favorable or aligned with what the researcher expects, potentially influencing the accuracy and reliability of the findings. To address this limitation, efforts were made to establish rapport with participants, ensure confidentiality, and frame questions in a neutral manner to encourage honest responses. Triangulation of data from multiple sources and methods also helped enhance the credibility and validity of the findings.

The research was carried out within a defined time period, which might have limited the scope and depth of data collection and analysis. Consequently, certain aspects of the topic may not have been thoroughly explored due to these time constraints. To mitigate this constraint, careful planning and prioritization were undertaken to focus on key research questions and data collection methods that would yield the most valuable insights within the available time.

OPERATIONAL DEFINITIONS OF KEY TERMS

Results-Based Monitoring and Evaluation (M&E): In this study, Results-Based M&E refers to a structured process specifically focused on tracking the outcomes and impact of non-profit programs in Mombasa County, with a strong emphasis on measurable results that align with project objectives rather than solely tracking activities.

Evaluation Plans: These are detailed documents or strategies outlining how an evaluation will be conducted within a project or program.

Information Systems: This refers to structured systems designed to collect, store, manage, and analyze data. These systems can range from simple spreadsheets to complex software platforms and are integral for tracking program activities, monitoring progress, and generating reports.

Performance of Non-profit Organizations: Here, this term encompasses the effectiveness and efficiency of non-profit organizations in Mombasa County in meeting predefined objectives and producing impactful, positive changes within the community they serve.

Monitoring and Evaluation Plans: This refers to the comprehensive strategies developed by non-profits in Mombasa to systematically approach the monitoring and evaluation of their programs, detailing goals, indicators, methodologies, and timelines specific to achieving meaningful project outcomes.

M&E Systems: These are the specific frameworks, tools, and procedures set up by non-profits in Mombasa County to execute their M&E tasks, facilitating regular assessment of program progress and effectiveness.

Human Resource Capacity: Defined as the skill sets, expertise, and M&E-specific competencies of non-profit staff within Mombasa County, particularly as they relate to effectively executing and maintaining M&E activities.

Stakeholders: For this study, stakeholders are identified as all individuals or groups with vested interests in Mombasa's non-profit projects, including beneficiaries, funders, local government, and community members impacted by the project's outcomes.

Impact: In this context, impact refers to the specific measurable changes that M&E practices have made within Mombasa's non-profit sector, especially concerning operational performance and the achievement of desired outcomes in the community.

Effectiveness: Here, effectiveness relates to the degree to which non-profit organizations in Mombasa meet their objectives and intended outcomes through robust M&E systems, emphasizing practical success in achieving community-oriented goals.

Project Implementation: This encompasses the full scope of activities, resource management, and timeline adherence necessary to bring projects from planning to completion within non-profit organizations in Mombasa, focusing on the execution stage in relation to M&E.

Accountability: Defined as the commitment of non-profits in Mombasa to be transparent and answerable to stakeholders (such as donors and beneficiaries) regarding their resource usage, decisions, and actions as assessed through M&E practices.

Utilization-Focused Evaluation (UFE): In this study, UFE describes an evaluation approach tailored to meet the needs of Mombasa non-profits, ensuring that findings are applicable and actionable for stakeholders, including project managers, funders, and policymakers.

Sustainability: Here, sustainability in M&E is the capacity for non-profits in Mombasa to continue using and benefiting from their M&E systems over time, particularly once external funding ceases, ensuring long-term impact tracking.

Logical Framework (LogFrame): A tool used by non-profits in Mombasa for managing and evaluating projects, LogFrame supports planning, assessment, and tracking of performance within M&E activities.

Theory of Change (ToC): For this study, ToC is a model outlining the causal pathways non-profits in Mombasa anticipate will lead from project activities to desired community impacts, enhancing M&E strategy alignment.

Program Outcomes: These are the specific changes observed as a result of program implementation within Mombasa County, encompassing short-, medium-, and long-term impacts achieved through structured M&E processes.

Transparency: Here, transparency refers to the practice of Mombasa's non-profits openly sharing relevant information about their project performance and M&E findings with stakeholders, fostering trust through clear, accessible communication.

Impact Assessment: This term describes the process of systematically evaluating the long-term changes brought about by non-profit programs in Mombasa, assessing overall success in achieving defined goals.

Resource Allocation: The allocation of resources (financial, human, and material) among various non-profit projects in Mombasa to optimize program impact and effectiveness, monitored through M&E practices.

Ethical Standards: For this study, ethical standards represent the guidelines governing how non-profits in Mombasa conduct their M&E, ensuring respect, fairness, and integrity in their evaluative processes.



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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of literature that aligns with and supports the objectives of the study. It addresses key theoretical and practical challenges, examining relevant literature on the effects of results-based monitoring and evaluation in non-profit organizations in Kenya. The chapter includes a discussion of previous studies, a critical analysis, a summary of key issues identified, and an overview of the study's conceptual framework.

2.2: Review of Literature Review

There have been numerous studies on the factors influencing the effectiveness of monitoring and evaluation (M&E) in non-profit organizations, with particular focus on how results-based management (RBM) and monitoring frameworks impact organizational performance. Various scholars have explored the theoretical underpinnings that govern the effectiveness of M&E in shaping the operations of non-profits.

2.2.1: Influence of Monitoring and Evaluation Plans on Performance of Non-Profit Organizations

Monitoring and Evaluation (M&E) is a structured approach used to assess ongoing activities, identify challenges, and facilitate corrective measures. It should be seamlessly integrated into the planning process, ensuring that programs remain adaptive and responsive to evolving conditions. For M&E to be effective, technical expertise and consistent capacity-building are essential, as this ensures proper implementation and sustainability of initiatives. However, there remains a recognized gap in M&E skills and capacity among both government and NGO personnel, particularly in Sub-Saharan Africa, where the potential of M&E is often underutilized. This skill gap hinders the ability of organizations to effectively measure impacts, manage resources, and generate insights that guide improvements.

Lomazzi et al. (2015) emphasize the necessity for M&E systems to be straightforward, efficient, and aligned with stakeholder needs. When M&E systems are properly integrated into organizational processes, they can significantly enhance performance, ensure program

sustainability, and improve decision-making at all levels. These systems, when well-designed, not only help in tracking outcomes but also in adapting strategies to optimize future results.

Building on this foundation, Langworthy and Miller (2019) argue for a shift in the way M&E is perceived—from a mere compliance exercise to a dynamic tool for learning and adaptation. They advocate for a participatory approach that involves stakeholders throughout the evaluation process, which fosters a deeper sense of ownership, accountability, and engagement. This inclusive model of M&E not only strengthens program implementation but also ensures that the data collected is relevant and actionable, as stakeholders contribute to and benefit from the process.

In alignment with this perspective, Kaplan and Norton's (2001) Balanced Scorecard framework offers an integrated approach to evaluating both financial and non-financial performance indicators. By embedding M&E systems into this framework, non-profit organizations can systematically monitor their progress toward strategic objectives, thereby driving continuous improvement across all levels. The Balanced Scorecard's focus on both short-term outcomes and long-term goals allows organizations to measure performance holistically, encouraging alignment between programmatic goals and organizational priorities.

Leadership plays a critical role in the success of M&E initiatives, as noted by Lewis and Lockwood (2006). They stress the importance of senior management's support in establishing a culture of evaluation within organizations. This includes committing resources, investing in training, and providing the necessary infrastructure to support M&E efforts. Without such leadership, M&E activities risk becoming under-resourced and ineffective, reducing their capacity to generate actionable insights.

Further underscoring the need for capacity development, Blamey and Mackenzie (2007) highlight the importance of building M&E capabilities across all organizational levels—from frontline staff to senior leadership. Investments in training and professional development are crucial to equipping teams with the necessary skills to collect, analyze, and utilize data effectively. Empowering staff in this way fosters a culture of learning and continuous improvement, ensuring that data-driven decision-making becomes a core organizational practice. By strengthening M&E capacity, organizations can improve their ability to adapt to challenges, optimize program outcomes, and enhance overall performance.

In conclusion, M&E serves as an essential tool for organizations seeking to enhance their impact and ensure program sustainability. By integrating technical expertise, promoting stakeholder engagement, and fostering a supportive organizational culture, M&E systems can become powerful drivers of continuous learning, accountability, and improvement.

2.2.2: Influence of Information Systems in Monitoring on Evaluation Systems and Performance of Non-Governmental Organizations

Monitoring and Evaluation (M&E) is a structured approach that evaluates ongoing activities, identifies obstacles, and facilitates corrective actions, measuring the effectiveness and efficiency of program outcomes. Integrating M&E into the planning process is crucial, as it becomes challenging to establish systems once processes are already in motion. Technical expertise is vital for effective M&E implementation, yet there is a notable gap in M&E skills and capacity among government and NGO personnel regarding impact assessment. Lomazzi et al. (2015) stress the need for M&E systems to be straightforward, effective, and attuned to stakeholder needs. The digitalization of M&E systems can greatly enhance data utilization, decision-making, and program delivery quality.

Information Systems (IS) have become increasingly pivotal in M&E for NGOs, offering tools for data management and analysis, thus facilitating informed decision-making. Research has shown that IS can improve NGO performance by streamlining data collection, management, analysis, and reporting. However, challenges in using these systems must be addressed to fully realize their benefits. Additional research is required to identify the specific factors that contribute to successful implementation.

Ling et al. (2009) highlight the importance of leveraging technology and innovative tools in M&E processes to enhance efficiency and effectiveness. They emphasize the impact of Information Systems in streamlining data collection, analysis, and dissemination, thereby enabling NGOs to make informed decisions and monitor progress towards their goals. By harnessing the power of IS, NGOs can improve the quality and timeliness of their M&E efforts, leading to better performance outcomes and increased impact.

Transparency and accountability are essential for NGOs, particularly in their relationships with donors, beneficiaries, and other stakeholders. Hassan (2013) shows the role of IS in promoting transparency within NGOs by providing detailed insights into project expenditures, outcomes, and

impacts. By using IS to support their M&E systems, NGOs can enhance stakeholder trust and confidence, which in turn attracts additional funding and support. Donors, in particular, require assurances that their contributions are being used effectively, and IS helps NGOs to provide the necessary documentation to demonstrate this.

Robust M&E systems, supported by IS, facilitate the tracking of project inputs and outputs, making it easier for NGOs to prove that resources are being used in a responsible and efficient manner. This transparency is critical not only for building trust with external stakeholders but also for fostering a culture of accountability within the organization. When staff members know that their work is being monitored and evaluated in real-time, it can drive performance improvements and ensure that resources are being allocated toward the most impactful activities.

Furthermore, Magondu (2013) explores the relationship between IS utilization and organizational performance in the context of NGOs. Their study suggests that NGOs with robust IS infrastructure tend to exhibit higher levels of performance, as they are better equipped to track project outcomes, monitor resource utilization, and adapt to changing circumstances. IS enable NGOs to collect and analyze data in real-time, allowing for more proactive decision-making and responsive program management. As such, investments in IS infrastructure can yield significant returns in terms of organizational effectiveness and efficiency.

Hassan (2013) emphasizes the impact of IS in promoting transparency and accountability within NGOs. By implementing robust M&E systems supported by IS, NGOs can enhance stakeholder trust and confidence, thereby attracting additional funding and support. IS facilitate the tracking of project expenditures, outcomes, and impacts, allowing NGOs to demonstrate accountability to donors, beneficiaries, and other stakeholders. This transparency fosters a culture of accountability within the organization, driving performance improvements and ensuring the effective utilization of resources.

While some studies discuss the positive association between IS utilization and organizational performance, there is a need for more rigorous methodologies to measure and assess performance outcomes accurately. The lack of standardized performance metrics and the complex nature of NGO activities make it challenging to establish causal relationships between IS utilization and organizational effectiveness. Additionally, many studies focus on short-term impacts and fail to examine the long-term sustainability of IS-enabled M&E systems in NGOs. Longitudinal studies

tracking the evolution of IS implementation over time and assessing its sustained impact on organizational performance are essential for understanding the dynamics of IS adoption and identifying factors that contribute to long-term success or failure.

2.2.3: Influence of Human Resource Capacity in Monitoring and Evaluation on Performance of Non-Profit Organization.

Capacity, as defined by the OECD (2006), refers to the ability of individuals, groups, and societies to manage their affairs efficiently. It encompasses not only technical skills but also organizational systems, leadership, and the social context in which operations take place. To achieve successful outcomes in monitoring and evaluation (M&E), it is crucial to regularly design and implement capacity-building programs for all stakeholders involved in M&E. This includes government agencies, NGOs, community-based organizations, and other key participants in the development ecosystem. Capacity-building efforts should focus on enhancing both individual competencies and institutional frameworks to ensure the sustainability of M&E activities over time.

The United Nations Development Programme (UNDP) (2009) highlights the importance of a comprehensive approach to identifying and addressing the specific capacities needed to track and evaluate targeted results. This entails an assessment of existing resources, the development of tailored training programs, and the creation of support systems that can guide organizations in building strong M&E systems. In particular, capacity-building should target technical skills, such as data collection, analysis, and reporting, as well as broader competencies related to strategic planning, resource mobilization, and stakeholder engagement.

Muzinda (2007) notes that NGOs working on HIV/AIDS initiatives in Botswana faced challenges in executing M&E processes effectively due to stringent reporting requirements from multiple sponsors, a lack of experience, and limited financial resources. These challenges highlight the need for multi-dimensional capacity-building initiatives that address not only the technical requirements of M&E but also the operational and financial management capacities of organizations. As NGOs and other non-profits often operate under constrained budgets, the lack of financial resources can severely limit their ability to invest in high-quality M&E processes, resulting in suboptimal outcomes.

Both technical expertise and experienced M&E staff are vital for the successful execution of interventions. When assessing and planning for human resource capability, it is important to

consider the M&E experience of project teams, partner organizations, target communities, and other potential participants. This holistic approach ensures that all relevant actors are equipped with the knowledge and skills necessary to contribute effectively to M&E processes. Odhiambo (2013) highlights that continuous training and capacity development are essential for M&E staff to stay current with evolving industry trends, emerging methodologies, and new technologies. M&E professionals must continuously update their skills to keep pace with innovations in data collection tools, data management systems, and evaluation frameworks.

Acevedo, Rivera, Lima, and Hwang (2010) stress the importance of developing evaluators through a combination of formal education and practical experience. They argue that effective capacity-building programs should include not only classroom-based learning but also hands-on opportunities for staff to apply their skills in real-world settings. This practical experience allows M&E professionals to refine their abilities in designing, implementing, and adjusting M&E frameworks based on field data. Furthermore, Stetson (2011) points out that even experienced M&E professionals should receive training on specific objectives, tools, and protocols to ensure consistency and quality. Regular refresher courses and capacity-building workshops help M&E staff to maintain high standards and adhere to industry best practices.

Despite the growing body of literature on the link between M&E human resource capabilities and non-profit effectiveness, significant research gaps remain. There is a lack of empirical data on the specific human resource skills required for effective M&E in non-profits. This is especially crucial for organizations that operate in diverse cultural and geographic contexts, where M&E needs and challenges may differ significantly. Additionally, there is limited research on how factors such as finance, donor requirements, and other external elements impact M&E human resource capacity. For instance, fluctuating donor priorities or financial instability may hinder the ability of organizations to recruit, retain, and train skilled M&E professionals.

Research on how organizational culture and leadership influence the development and maintenance of human resource capacity for M&E is also sparse. Organizational culture, including the attitudes of leadership toward M&E, plays a critical role in shaping the effectiveness of M&E systems. Lewis and Lockwood (2006) emphasize the importance of leadership in cultivating a culture of evaluation, where data-driven decision-making and accountability are valued and prioritized. Leaders who are committed to M&E foster an environment where continuous learning

and improvement are integral to the organization's operations, thereby encouraging staff to engage actively in M&E processes.

The sustainability of M&E systems in NGOs is closely linked to the capacity of the human resources managing them. As human resource capacity grows, so does the likelihood that M&E systems will be maintained and refined over time. In their research, Mackay (2007) asserts that organizations with strong M&E capacities tend to have more sustainable systems, as they can continuously monitor and adjust their evaluation frameworks to meet emerging challenges.

Moreover, sustainability in M&E is often dependent on the leadership and initiative of M&E personnel. In environments where staff turnover is high or where skilled workers are scarce, the sustainability of M&E systems can be compromised. For instance, key evaluation processes may be interrupted or lose consistency when experienced staff leave, a challenge particularly common in smaller NGOs or those operating in low-resource settings. Therefore, investing in human resources through training and retention strategies is critical to ensuring long-term M&E effectiveness.

While the importance of human resource capacity in M&E is well recognized, several challenges hinder its development within NGOs. Financial constraints remain the most significant barrier, particularly for small and medium-sized organizations. Many NGOs operate on tight budgets that prioritize programmatic activities over administrative functions, including M&E. As a result, these organizations often lack the resources to hire experienced M&E professionals or provide adequate training for existing staff (Bamberger, 2012).

Another challenge is the limited availability of skilled M&E professionals in certain regions, particularly in developing countries where many NGOs operate. As Manda and Meyer (2013) note, the scarcity of experienced M&E personnel often forces organizations to rely on general staff members who may lack the specialized skills required to manage complex M&E systems effectively. This leads to a reliance on external consultants, which may not be sustainable in the long term.

Furthermore, cultural and organizational factors can also inhibit the development of human resource capacity in M&E. In some NGOs, M&E is seen as an external requirement imposed by donors rather than an integral part of the organization's operational strategy. This perception can

lead to resistance from staff and leadership, limiting the resources allocated to M&E functions and stifling efforts to build internal capacity.

Several strategies have been proposed to address the challenges of building human resource capacity for M&E in NGOs. Capacity-building initiatives, such as targeted training programs, mentorship, and partnerships with academic institutions, are essential for closing the skill gaps identified in the literature. According to Patton (2011), partnerships with academic institutions and research organizations can provide NGOs with access to cutting-edge M&E methodologies, enhancing their ability to conduct robust evaluations.

Additionally, fostering a culture of learning and improvement within NGOs is crucial for enhancing human resource capacity. Organizations should integrate M&E into their broader strategic frameworks, emphasizing its role in organizational learning and development. This approach encourages staff to view M&E as an integral component of program success, rather than a donor requirement. By creating an environment where M&E is valued and supported, NGOs can improve their human resource capacity and overall performance.

To gain a comprehensive understanding of the relationship between human resource capability in M&E and the effectiveness of non-profit organizations, future studies should address these gaps by identifying required skills, examining external influences, and exploring the roles of leadership and organizational culture. Additionally, these studies should investigate how resource limitations, such as financial constraints, affect the capacity-building efforts within non-profit organizations and how organizations can mitigate these challenges. Ultimately, a well-rounded approach to capacity development—one that integrates technical training, leadership development, and resource management—is essential for creating sustainable and effective M&E systems in the non-profit sector.

2.5 Theoretical Framework

The theoretical framework for this study will be grounded in the program theory approach. This framework aims to uncover the underlying assumptions, theories, and hypotheses that clarify how a program operates and achieves its intended outcomes.

2.5.1 Adaptive Management Theory

Adaptive Management Theory originated in the field of environmental management, particularly in response to the complexities and uncertainties inherent in natural resource management processes. It was first proposed by C.S. Holling in the 1970s and was later expanded upon by various scholars, including Lee et al. (1999) and Walters (1986). Over time, other scholars successfully applied Adaptive Management Theory in diverse contexts, including conservation biology, ecosystem restoration, and sustainable development. For instance, Lee et al. (1999) demonstrated how Adaptive Management principles informed decision-making in fisheries management by incorporating feedback mechanisms and adjusting management practices based on observed outcomes. Similarly, Walters (1986) applied the theory to forest management practices, emphasizing the need for ongoing experimentation and flexibility in response to ecological variability.

The theory was grounded in the understanding that ecosystems and social systems are both dynamic and constantly changing, which required a shift from static, one-time planning processes to more iterative, responsive management cycles. This meant that managers and organizations, particularly those dealing with complex environmental or social challenges, needed to be flexible in their approach, constantly learning from past interventions and adjusting their strategies based on real-time data and results.

In recent years, Adaptive Management Theory has found broader applications beyond environmental contexts, particularly in the non-profit and development sectors. For example, it has been applied in humanitarian aid, international development, and even in the field of public health, where uncertainty and rapidly changing conditions often dictate the success of interventions. This adaptive approach encouraged organizations to foster a culture of learning, experimentation, and flexibility, ensuring that they remained responsive to emerging challenges and opportunities.

This study was informed by Adaptive Management Theory by recognizing the dynamic nature of monitoring and evaluation (M&E) processes within non-profit organizations (NGOs). M&E processes were not static, and NGOs, especially in complex and unpredictable environments such as Mombasa County, benefited from an adaptive approach that allowed them to remain responsive to evolving stakeholder needs, funding priorities, and socio-economic conditions. By adopting an

adaptive approach to M&E, NGOs were able to continuously learn from their experiences, collect and analyze data, and adjust their strategies in response to changing circumstances, thereby improving program effectiveness over time.

Furthermore, the adaptive approach promoted continuous feedback loops between planning, implementation, and evaluation. Rather than treating M&E as a final stage in project execution, NGOs viewed it as an ongoing process of learning, adjustment, and improvement. This approach empowered NGOs to remain agile and responsive to challenges such as shifting donor priorities, unforeseen community needs, or external environmental factors that might impact project outcomes.

This theory informed the study's focus on exploring how NGOs in Mombasa County adapted their M&E plans to better align with stakeholder needs and enhance organizational performance. For example, NGOs in this context developed adaptive M&E frameworks that allowed them to modify their intervention strategies mid-project based on real-time data and emerging insights. This flexibility helped organizations stay relevant and effective, ensuring that resources were allocated efficiently and programs remained aligned with the evolving needs of their beneficiaries.

Additionally, the study highlighted the importance of building capacity for adaptive management within NGOs, emphasizing the need for training staff on flexible and responsive approaches to both planning and evaluation. This capacity-building enabled NGOs to foster a culture where learning from mistakes and adapting to changes were viewed as strengths, rather than failures. In this way, Adaptive Management Theory contributed not only to the improvement of specific projects but also to the overall organizational resilience and long-term sustainability of NGOs operating in dynamic environments.

The use of technology, such as real-time data collection tools and digital platforms for tracking outcomes, was also explored as part of adaptive M&E systems, allowing NGOs to gather timely insights and make adjustments more effectively. This integration of technology into adaptive M&E frameworks offered a modernized approach to traditional M&E practices, aligning NGOs with current global trends in data-driven decision-making and adaptive learning.

2.5.2 Results Based Management Theory

Results-Based Management (RBM) Theory emerged in the late 20th century as a response to the need for more effective approaches to program and project management, particularly in the context of international development and public sector reforms. While its exact origin is difficult to pinpoint, RBM gained prominence in the 1990s with the adoption of performance-based budgeting and accountability measures by organizations like the United Nations Development Programme (UNDP) and the World Bank.

RBM has been widely applied across various sectors and industries, including government agencies, non-profit organizations, and international development projects. Scholars such as Olsen (2007) and Malito and Panfichi (2010) have examined its implementation in diverse contexts and its impact on organizational performance, accountability, and results orientation.

This study draws upon RBM Theory to conceptualize and operationalize the impact of monitoring and evaluation (M&E) within non-governmental organizations (NGOs) in Mombasa County. By adopting an RBM approach, NGOs can define clear objectives, establish performance indicators, and measure progress towards desired outcomes. RBM emphasizes the importance of results-oriented planning, implementation, and reporting, thereby enhancing organizational effectiveness and accountability. This theory informs the study's exploration of how NGOs can leverage RBM principles to improve their M&E practices, drive performance improvements, and achieve meaningful social impact in their communities.

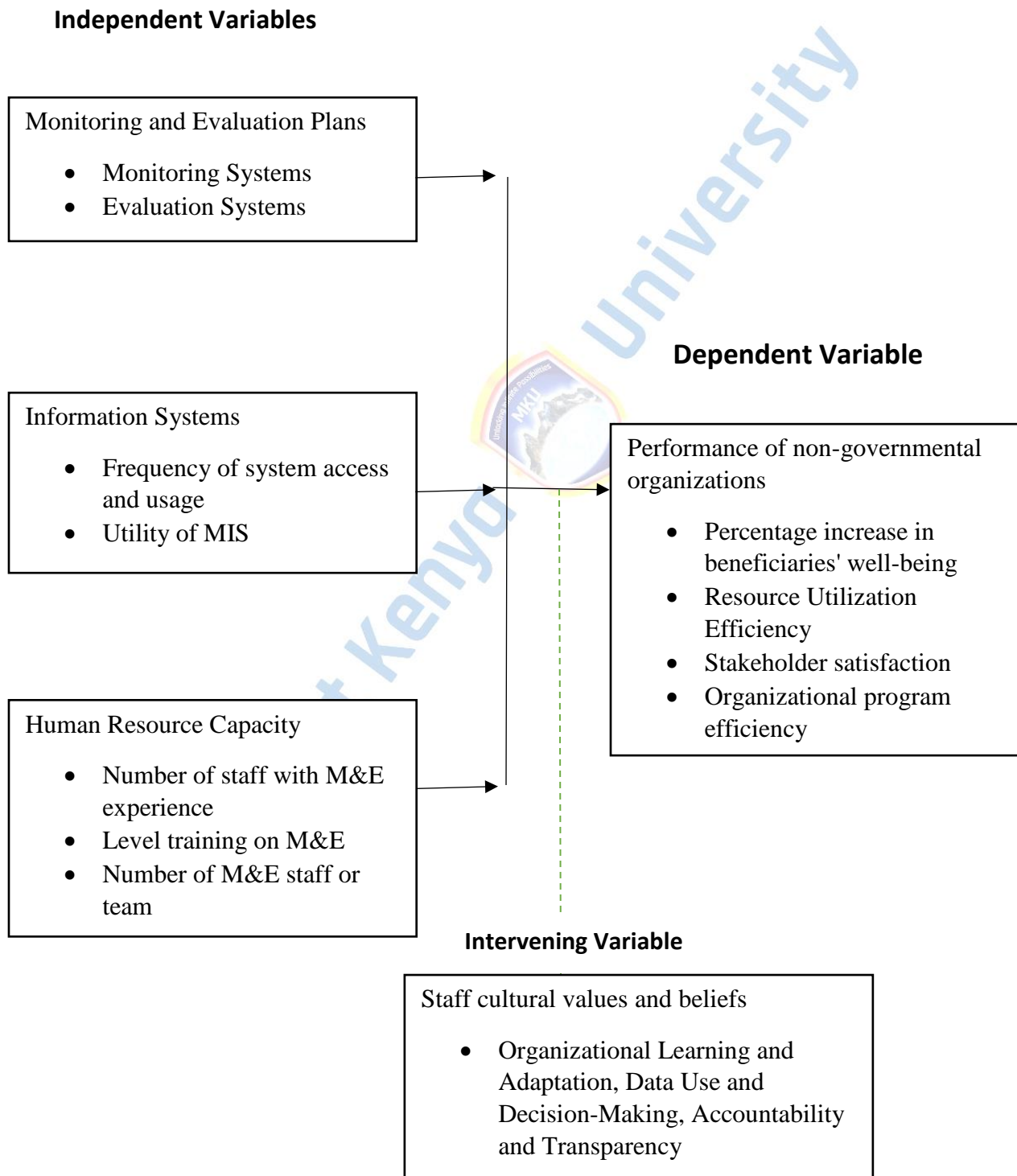
2.6 Conceptual Framework

Mugenda and Mugenda (2003) defines a conceptual framework as a means of developing ideas about the relationships between variables in a study and illustrating these relationships graphically. The systems theory underpins the rationale for a conceptual framework, as it assists researchers in linking existing literature to their research objectives. This conceptual framework will be employed to explore the connections between organizational culture, job satisfaction, and turnover intention among nurses in a hospital environment (Ogbonna & Harris, 2004). The study demonstrated that a positive organizational culture is linked to increased job satisfaction and reduced turnover intention among nurses.

The diagrammatic presentation in Fig.1 explains the relationship between the independent, moderating, extraneous and dependent variables.

It is based on the influence that independent variables which include monitoring systems, evaluation systems, information systems and human resource capacity have on performance of non-profit organizations.

Figure 1: Conceptual Framework



Dependent Variable: Performance of non-governmental organizations

In this study, the performance of non-governmental organizations serves as dependent variable, representing the overarching outcome of interest. It encompasses various dimensions that reflect the effectiveness and impact of these organizations in fulfilling their missions and achieving their goals. These dimensions include program effectiveness, financial sustainability, stakeholder satisfaction, organizational efficiency, community impact, and leadership development.

Program Effectiveness assesses the extent to which the organization's programs and interventions achieve their intended objectives and produce desired outcomes. Financial Sustainability: It measures the organization's ability to generate and manage financial resources effectively to support its activities and maintain long-term viability. Stakeholder Satisfaction: This indicator evaluates the satisfaction levels of stakeholders, including beneficiaries, donors, partners, and staff, with the organization's performance and services. Organizational Efficiency gauges the efficiency and effectiveness of the organization's internal processes and operations in delivering programs and services. Community Impact examines the organization's broader impact on the communities it serves, including social, economic, and environmental outcomes. Leadership Development assesses the organization's efforts in developing leadership capacity among its staff and stakeholders to drive innovation, growth, and sustainability.

Independent Variable: Monitoring and Evaluation Plans

Monitoring and evaluation (M&E) plans represent essential frameworks through which organizations systematically assess and track their performance. These plans play a pivotal role in identifying areas for improvement and demonstrating accountability to various stakeholders, including donors, beneficiaries, and regulatory bodies. Effective M&E plans are operationalized through a multitude of components that contribute to their robustness, including the type and timing of evaluations, as well as the utilization of evaluation findings to inform future actions.

Type of Monitoring and Evaluation encompasses the different monitoring and evaluation activities employed by the organization. This can include various methodologies such as process evaluations, which focus on the implementation and delivery of programs; outcome evaluations, which assess the immediate effects of interventions; and impact assessments, which measure the

long-term changes and effects resulting from the programs. Each type serves a distinct purpose and offers valuable insights into the effectiveness of organizational efforts.

Timing of Evaluation refers to the frequency and periodicity with which evaluation activities are conducted by the organization. This can include real-time monitoring, where data is collected continuously to inform immediate decision-making, as well as periodic evaluations that occur at specific intervals throughout the project lifecycle. Additionally, end-of-project assessments are conducted to provide a comprehensive overview of project performance and outcomes. The timing of evaluations is critical as it influences the organization's ability to respond to challenges and make necessary adjustments throughout the project's implementation.

Utilization of Evaluation focuses on the extent to which evaluation findings and recommendations are integrated into organizational practices. This aspect assesses how well the organization uses these insights to inform decision-making processes, improve program design, and ultimately enhance overall performance. Effective utilization of evaluation results is crucial for ensuring that lessons learned are applied to future initiatives, fostering a culture of continuous improvement.

Independent Variables: Information Systems

Information systems play a crucial impact in facilitating the collection, analysis, and dissemination of data related to monitoring and evaluation activities. These systems encompass various technological tools and platforms used by organizations to manage and analyze performance data effectively.

System Usage measures the extent to which information systems are utilized within the organization for monitoring, data collection, analysis, and reporting purposes. Data Quality evaluates the accuracy, completeness, and reliability of the data captured and stored within the information systems. System Functionality dimension assesses the technical capabilities and features of the information systems, including user interface, data integration, and reporting functionalities. System Scalability examines the ability of information systems to accommodate growth, increased data volume, and evolving monitoring and evaluation needs over time.

Independent Variables: Human Resource Capacity

Human resource capacity refers to the knowledge, skills, experience, and resources available within the organization to effectively support monitoring and evaluation activities. The strength of an organization's human resource capacity directly impacts its ability to conduct comprehensive and effective M&E processes.

Training Indicator measures the extent to which staff members receive training and professional development opportunities related to monitoring and evaluation techniques, tools, and methodologies. Ongoing training ensures that staff are equipped with the latest skills and knowledge, enabling them to conduct effective evaluations and contribute to organizational learning.

Experience assesses the level of expertise among staff members in conducting monitoring and evaluation activities, including data collection, analysis, and reporting. Experienced staff bring valuable insights and skills that enhance the quality and credibility of M&E efforts, leading to more effective project outcomes.

Availability of Resources evaluates the adequacy and accessibility of essential resources, such as funding, personnel, technology, and infrastructure, necessary to support robust monitoring and evaluation efforts. Organizations must ensure that they allocate sufficient resources to their M&E activities to maximize their effectiveness.

Institutional Support examines the organizational culture, policies, and structures that promote a conducive environment for monitoring and evaluation activities. This includes assessing leadership commitment to M&E, staff engagement in evaluation processes, and the degree of stakeholder participation. A supportive institutional environment fosters a culture of accountability and continuous improvement, enhancing the overall effectiveness of monitoring and evaluation initiatives.

Intervening Variables: Organizational Learning and Adaptation, Data Use and Decision-Making, Accountability and Transparency

Intervening variables serve as mediating factors that significantly influence the relationship between independent and dependent variables, thereby shaping the outcomes of monitoring and

evaluation (M&E) processes. Understanding these intervening variables is crucial for improving the effectiveness of M&E efforts and ensuring that organizations can respond to findings in a meaningful way.

Organizational Learning and Adaptation reflect the organization's capacity to learn from monitoring and evaluation findings. This dimension emphasizes the importance of an adaptive approach, where organizations not only collect and analyze data but also actively incorporate lessons learned into their strategic planning and operational practices. By fostering a culture of continuous improvement and innovation, organizations can enhance their responsiveness to challenges and optimize their programmatic approaches. This adaptability enables organizations to adjust their strategies based on empirical evidence, ensuring that they remain relevant and effective in achieving their goals.

Data Use and Decision-Making examines the extent to which monitoring and evaluation data are utilized by organizational stakeholders to inform decision-making processes. Effective data use involves not only collecting and analyzing information but also ensuring that it is accessible and relevant to decision-makers. This dimension highlights the importance of integrating M&E data into routine decision-making, resource allocation, and strategic planning. When stakeholders actively use data to guide their decisions, it leads to more informed choices that can significantly improve programmatic outcomes and enhance overall organizational performance.

Accountability and Transparency assess the organization's commitment to upholding principles of accountability and transparency in its monitoring and evaluation practices. This includes evaluating the openness of data sharing, responsiveness to stakeholder feedback, and adherence to ethical standards and reporting requirements. Organizations that prioritize accountability foster trust among stakeholders, including beneficiaries and donors, by being transparent about their processes, findings, and impacts. By committing to ethical practices and clear communication, organizations can enhance their credibility and demonstrate their dedication to responsible M&E practices, ultimately leading to better stakeholder engagement and support.

These intervening variables—organizational learning and adaptation, data use and decision-making, and accountability and transparency—play a crucial role in shaping the effectiveness of monitoring and evaluation processes. By focusing on these dimensions, organizations can create a

more dynamic and responsive M&E framework that not only tracks performance but also drives continuous improvement and innovation.

2.7 Summary of Literature Gaps

In Chapter Two, the literature review extensively explored the impact of results-based monitoring and evaluation (M&E) within non-governmental organizations (NGOs) in Kenya, shedding light on critical aspects such as monitoring and evaluation plans, information systems, and human resource capacity. The significance of leadership support and building M&E capacity across all organizational levels emerged as key themes, alongside the need for simplicity and responsiveness in M&E systems. However, significant gaps were identified, particularly concerning empirical data on specific human resource skills required for successful M&E and the influence of external factors on human resource capacity.

Furthermore, the review delved into the impact of information systems (IS) in enhancing M&E effectiveness within NGOs, highlighting the potential benefits of digitalization in streamlining data collection, analysis, and dissemination. Scholars called for more rigorous methodologies to accurately measure performance outcomes and emphasized the need for longitudinal studies to assess the sustained impact of IS-enabled M&E systems in NGOs.

Additionally, the review showed the importance of human resource capacity in driving M&E effectiveness, emphasizing the need for ongoing training, experience, and institutional support for M&E staff. Despite the expanding body of literature, significant research gaps remain, particularly regarding the influence of external factors on human resource capacity and the functions of leadership and organizational culture in shaping M&E practices within NGOs.

Drawing upon Adaptive Management Theory and Results-Based Management Theory, the theoretical framework provided insights into the dynamic nature of M&E processes and the importance of results-oriented planning and accountability in driving organizational effectiveness. Through a conceptual framework lens, the interplay between independent variables (monitoring and evaluation plans, information systems, human resource capacity), intervening variables (organizational learning and adaptation, data use and decision-making, accountability and transparency), and the dependent variable (performance of not-for-profit organizations) was elucidated. Despite the theoretical underpinnings and conceptual clarity provided, future research

is needed to address the identified gaps and further advance our understanding of M&E practices within the context of NGOs.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the research methodology adopted to assess the performance of Non-Governmental Organization (NGO) projects. It provides a clear framework for how data will be gathered, analyzed, and interpreted, ensuring that the research objectives are met. The methodology involves the use of both quantitative and qualitative research designs, enabling the collection of both numerical and contextual data. Specifically, this chapter covers the research design, target population (including community representations to ensure balanced findings), sampling methods, data collection instruments, data collection procedures, and data analysis techniques.

3.2 Research Design

To develop an understanding of performance of Non-Governmental Organization Projects, descriptive survey study design was employed. The study used qualitative and quantitative approaches.

Qualitative methods, such as interviews and focus groups, were used to explore in-depth perspectives, experiences, and perceptions related to NGO project performance. These qualitative data provided rich contextual insights and allow for a deeper understanding of the factors influencing project effectiveness. On the other hand, quantitative methods, such as document analysis and statistical analysis, were employed to gather numerical data on project outcomes, impact indicators, and other measurable variables.

Although these two paradigms may seem to be at odds, Cameron (2009) argues that the mixed methodologies approach, championed by pragmatists, acknowledges the strengths and weaknesses of each approach and aims to address these by integrating them for data collection and analysis.

3.3 Location of the Study

This research was conducted in Mombasa County, Kenya, a coastal city renowned for its vibrant cultural heritage and strategic significance as a major port. Mombasa County has an estimated population of approximately 1.2 million people, covering an area of 229 square kilometers (Kenya National Bureau of Statistics, 2022). This diverse county is home to a mix of ethnic communities, including Swahili, Arab, Indian, and various Kenyan ethnic groups, each contributing to the rich cultural tapestry of the region.

Mombasa is characterized by its dynamic socio-economic landscape, marked by challenges such as poverty, unemployment, and inadequate access to essential services. The presence of numerous non-governmental organizations (NGOs) in Mombasa, working across various sectors such as health, education, and environmental conservation, reflects the county's critical role in addressing these pressing issues. These NGOs play a significant part in implementing development programs aimed at improving the quality of life for residents and fostering sustainable development in the region.

Mombasa County's infrastructural development includes various health facilities, educational institutions, and community-based organizations, providing a conducive environment for the study. By focusing on this location, the research aims to gain insights into the effectiveness of M&E systems within NGOs operating in diverse contexts, ultimately contributing to enhanced organizational performance and better service delivery in the region.

The choice of Mombasa as the study location is also supported by the existing relationships between NGOs, government agencies, and local communities. These relationships facilitate engagement with stakeholders, ensuring that the research findings are relevant and actionable. Through this study, valuable recommendations will be developed to improve M&E practices, with the potential for broader application in similar coastal regions in Kenya and other countries facing comparable challenges.

3.4 Study Target Population

The population refers to the specific group of individuals or subjects who share particular characteristics and are the focus of a study or survey. It represents the broader group from which the researcher aims to draw conclusions and generalize the results. The study population includes either actual individuals or a hypothetical group that the researcher plans to target and examine.

Understanding the population is essential for designing a study that is both representative and relevant. It allows researchers to define the scope and limits of their investigation, ensuring that the findings can be effectively generalized to a wider context. By clearly identifying the study population, researchers can determine the relevant characteristics, demographics, or traits needed to meet their research objectives.

The target population includes Monitoring and Evaluation Officers, Program Officers, and project beneficiaries from selected NGOs operating in Mombasa County in 20 non-governmental organizations as listed in Table 1.

Table 1: Target Population: Monitoring and Evaluation Officers, Program Officers, and Project Beneficiaries in Selected NGOs in Mombasa County.

Organization	No. of Monitoring and Evaluation Officers	No. of Program Officers	No of Project Beneficiaries
Path Youth Org	2	3	3
LICODEP	2	3	3
Mombasa County Development Trust	2	3	3
Manyatta Africa	2	3	3
Tubonge Youth	2	3	3
Impact For Youth Organization	2	3	3
Dream Achievers Youth Organization	2	3	3
CHED Foundation	2	3	3
HAKI Centre	2	3	3
Pamoja Pwani Network	2	3	3
Give for Good Org	2	3	3
Kwale Focus Org	2	3	3
Maisha Youth Org	2	3	3
Pwani Youth Network	2	3	3
The Amplifiers Youth Organization	2	3	3
Kishoka Youth Organization	2	3	3
Mizizi Youth Organization	2	3	3
Pamoja Pwani Network	2	3	3
Seya Youth Organization	2	3	3
Ushauri Safisha Pwani	2	3	3
Total	40	60	60

3.4 Sample Size and Sampling Technique

Sampling techniques are methods employed to choose a subset of individuals or items from a larger population for inclusion in a study (Gravetter & Forzano, 2022). For this research, the Yamane (1967) formula was utilized to determine the sample size, as outlined below:

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

Where: n = Sample size

N = Target Population (400)

E = Error = 0.05

$$n = \frac{400}{1 + 400(0.05)^2}$$

n = 200

The study sample consisted of 160 Monitoring and Evaluation Officers, Program Officers, and Project Beneficiaries from selected NGOs operating in Mombasa County. A stratified random sampling design was employed to ensure that each subgroup—Monitoring and Evaluation Officers, Program Officers, and Project Beneficiaries—was proportionately represented within the sample. This approach helped enhance the reliability of findings by capturing perspectives from all key roles within the NGOs.

3.5 Research Instruments

Data collection is a fundamental aspect of research, involving the systematic gathering of information to either support or challenge established facts, theories, or assumptions (Kombo & Tromp, 2006). In this study, both primary and secondary data were collected to provide a comprehensive and holistic understanding of the monitoring and evaluation (M&E) practices within the selected non-governmental organizations (NGOs) operating in Mombasa County.

To achieve this, a combination of qualitative and quantitative research instruments was utilized. The primary data collection instruments included structured questionnaires, in-depth interviews, and focus group discussions. Structured questionnaires were designed to collect quantitative data from staff and management personnel within the NGOs. These questionnaires contained both closed-ended and open-ended questions, allowing for the collection of measurable data while also capturing respondent perceptions and experiences regarding M&E systems.

In-depth interviews were conducted with key informants such as program managers, M&E officers, and organizational leaders. These interviews provided an opportunity to gain deeper

insights into the effectiveness, challenges, and innovations in the implementation of M&E practices. They also allowed for probing and clarification, which enriched the data quality.

Focus group discussions (FGDs) were used to gather collective views from selected NGO staff members who interact with M&E processes. FGDs encouraged interaction and dialogue among participants, uncovering shared experiences and diverse perspectives on M&E implementation, use of findings, and organizational learning.

In addition to primary data, secondary data was gathered through document review. This included examining internal organizational reports, monitoring tools, evaluation reports, policy documents, and strategic plans. These documents provided background context, corroborated interview data, and helped to identify gaps or consistencies in reported M&E practices.

Primary Data Collection

Primary data was obtained directly from the participants involved in the study. This was accomplished through the use of structured questionnaires and key informant interviews. The questionnaires were designed to gather quantitative data regarding staff perceptions, training levels, and the effectiveness of M&E practices. The structured format of the questionnaire ensured that data was collected consistently across all respondents, facilitating easier analysis and comparison of results.

Key informant interviews complemented the questionnaires by providing qualitative insights into the experiences and perspectives of selected stakeholders, including program officers and managers within the NGOs. These interviews allowed for a deeper exploration of the challenges and successes related to M&E practices, as well as the contextual factors that influenced the effectiveness of these systems.

Secondary Data Collection

In addition to primary data collection, secondary data was also an integral part of this study. This was gathered through document reviews, which provided a wealth of information relevant to the research objectives. Sources of secondary data included organizational reports, policy documents, and previous studies related to M&E practices in similar contexts. The analysis of these documents helped contextualize the findings from the primary data and provided a broader perspective on the effectiveness of M&E within the NGOs operating in Mombasa County.

The combination of primary and secondary data collection methods aimed to achieve methodological triangulation, which enhanced the reliability and validity of the research findings

(Alan, 2003). By utilizing multiple data sources, the study was better positioned to corroborate findings and provide a more nuanced understanding of the factors influencing M&E practices.

In summary, the research instruments employed in this study—questionnaires, key informant interviews, and document reviews—collectively enabled a comprehensive investigation into the effectiveness of M&E practices within NGOs in Mombasa County. This multi-faceted approach to data collection not only enriched the findings but also contributed to the overall robustness of the research outcomes, ensuring that the conclusions drawn were well-founded and actionable.

3.5.1 The Questionnaire

The questionnaire was specifically designed and distributed to Monitoring and Evaluation (M&E) Officers within the selected NGOs. It served as a key instrument for gathering both quantitative and qualitative data relevant to the study objectives. The questionnaire incorporated a Likert scale format, with response options ranging from *Strongly Agree* to *Strongly Disagree*, rated on a scale of 1 to 5. This structure facilitated the systematic collection of quantitative data, enabling the researcher to measure attitudes, perceptions, and levels of agreement regarding various aspects of M&E practices.

In addition to the closed-ended items on the Likert scale, the questionnaire also included open-ended questions to allow respondents the freedom to elaborate on their answers. These open-ended sections were critical in capturing nuanced feedback, personal experiences, and practical suggestions for improving the design, implementation, and utilization of monitoring and evaluation systems within their respective organizations. The combination of both question types enabled a comprehensive analysis of the research problem: the closed-ended questions supported statistical analysis for identifying trends and patterns, while the open-ended responses enriched the findings with contextual depth and qualitative insights.

3.5.2 The Interview Guide

The interview guide utilized for key informant interviews was designed to collect qualitative data through detailed discussions with participants. The key informant interviews (KIIs) aimed to gather deep insights and perspectives from individuals directly involved in Results-Based Monitoring and Evaluation (RBME) systems and the operations of NGOs in Mombasa County. These interviews were conducted with program managers.

In summary, employing both questionnaires and key informant interviews allowed the researchers to gather both quantitative and qualitative data, thereby enhancing the reliability and validity of the study's findings. The Likert scale provided quantitative data suitable for statistical analysis, while the interviews yielded qualitative data that could be analyzed thematically.

3.5.3 Piloting the Instruments

Bordens and Abott (2011) describe a pilot study as a small-scale version of the main study, used to establish the procedures, materials, and parameters for the full research. It helps clarify instructions, determine the appropriate levels of independent variables, and assess the reliability and validity of observational methods, allowing adjustments to the study questionnaire based on pilot results.

To evaluate the construct validity of the questionnaire in this study, a pilot test was conducted. A sample of Monitoring and Evaluation Officers, Program Officers, and Project Beneficiaries completed the questionnaire, and their responses were analyzed to determine if the questionnaire accurately measured the intended constructs. If the pilot test results showed that the questionnaire was not effectively measuring the desired constructs, revisions were made to the instrument.

3.5.4 Validity of the Instruments

The concept of validity is central to any research study, as it pertains to the degree to which a research instrument measures what it is intended to measure. The validity of the instruments used in this study, including the questionnaire and interview guide, was rigorously evaluated to ensure that they accurately captured the constructs relevant to monitoring and evaluation systems and their impact on NGO performance. As noted by the American Educational Research Association, American Psychological Association, and National Council on Measurement in Education (2014), validity is essential for the accuracy and credibility of research findings, as invalid instruments can lead to misleading or irrelevant results.

Several types of validity were considered in this study, including content validity, construct validity, and criterion validity. Content validity refers to the extent to which the questions within the instrument adequately cover the research topic and represent all facets of the construct being measured. To ensure content validity, the questionnaire and interview guide were reviewed by a panel of experts with extensive experience in M&E systems and NGO management. These experts examined whether the items comprehensively reflected the key areas of interest in the study,

including human resource capacity, technical challenges, data utilization, and program performance. Their feedback was incorporated into the final version of the instruments to ensure that all important aspects of the research problem were thoroughly addressed.

Construct validity is concerned with whether the instrument accurately measures the theoretical constructs it is intended to assess. For example, in the context of this study, the questionnaire needed to reliably measure constructs such as the efficiency of M&E systems, staff competency, and organizational performance. The pilot study also helped to assess construct validity by revealing whether respondents interpreted the questions in the intended manner. If any questions appeared to be misunderstood or failed to elicit responses reflective of the intended constructs, these questions were reworded or replaced. Construct validity was further enhanced by drawing on established theoretical frameworks in the field of M&E, ensuring that the questions aligned with recognized models and concepts.

Criterion validity refers to the extent to which the data collected by the instrument correlates with an external criterion or outcome. In this study, criterion validity was evaluated by comparing the questionnaire responses to the actual performance outcomes of the NGOs involved, such as the success or impact of specific programs. If the responses to the M&E-related questions correlated strongly with these outcomes, it would indicate high criterion validity. This step was essential to ensure that the questionnaire not only captured subjective opinions but also provided an accurate reflection of actual organizational performance.

3.5.5 Reliability of the Instruments

Reliability refers to the consistency and stability with which an instrument measures a specific variable, ensuring that repeated measurements yield similar results under consistent conditions (Mugenda & Mugenda, 1999). It is a critical aspect of research design as it directly impacts the validity of the findings and the overall credibility of the study. To systematically assess the reliability of the instruments employed in this study, the split-half approach was utilized.

This method involves dividing all items intended to measure the same construct into two sets randomly, thus allowing for a comparison of results from each half of the instrument. Participants will complete the full instrument, and the total score for each half will be computed. The correlation between these two total scores serves as the split-half reliability estimate, providing insight into the internal consistency of the measurement tool.

The test was carefully divided into two parts, ensuring approximately equal numbers of questions in each half, thereby maintaining a balanced representation of the content. Special attention was given to ensure that essay questions are evenly distributed in terms of topic and point value, reflecting the overall scope and complexity of the instrument. This balanced approach minimizes bias and enhances the robustness of the reliability assessment.

The coefficient alpha (α) will be used to determine the reliability index. Generally, a reliability coefficient of 0.8 or higher is considered satisfactory.

The reliability formula is given by:

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

where α_j = represents the variance of a single test item, k is the total number of test items, and Σ denotes the sum.

3.6 Data Collection Procedure

The study employed a questionnaire as the primary instrument for data collection, leveraging its effectiveness in gathering structured information from participants. Recognizing potential challenges that might arise—such as respondents being too busy with field activities to complete the questionnaires independently—the research team implemented an interview method for administering the questionnaires.

This approach was designed to enhance both the accuracy and efficiency of the data collection process. By conducting interviews, researchers were able to guide respondents through the questionnaire, providing clarity on any questions or concerns that arose during the process. This support was particularly beneficial in ensuring that respondents fully understood the questions, leading to more accurate and thoughtful responses.

Furthermore, the interview method facilitated immediate feedback, allowing researchers to probe deeper into certain responses when necessary. This interaction not only helped in capturing nuanced insights but also fostered a rapport between the interviewers and the respondents, potentially increasing the willingness of participants to share their experiences and opinions openly.

Additionally, employing interviews helped mitigate the risk of incomplete or poorly answered questionnaires that could occur if respondents were left to fill them out on their own amid their busy schedules. By actively engaging with the participants, the researchers were able to ensure

that the questionnaires were completed in a timely manner while maintaining a high level of data quality.

Overall, the combination of questionnaires and the interview method provided a robust framework for data collection, enabling the study to gather comprehensive and reliable information while accommodating the challenges faced by respondents in the field.

3.7 Data Analysis

Upon receipt, the completed questionnaires were organized and categorized. The data were then coded using the Open Data Kit program for data input, which involved assigning numerical codes to non-numeric responses. This coding facilitated the structuring of data for analysis. A detailed codebook was developed, listing all variables corresponding to the study's objectives and the questions in the questionnaire. The data were subjected to preliminary editing to ensure accuracy. Errors were corrected, unclear responses were clarified, and ambiguous answers were excluded. The information from the codebook, along with any additional notes, was used to create a code sheet.

For data analysis, the coded data were entered into STATA, an open-source software program. Descriptive statistics were used to summarize and present the basic characteristics of the data, including measures of central tendency (mean, median, mode) and dispersion (variance, standard deviation). This initial analysis provided an overview of trends and distributions, which were essential for understanding the general patterns within the dataset.

Inferential statistics were then employed to explore relationships and draw conclusions. Regression analysis assessed the impact of independent variables, such as M&E systems and human resources, on the dependent variable—NGO performance. Correlation analysis examined the strength and direction of these relationships, while t-tests and ANOVA were used to compare means between different groups to determine the statistical significance of observed differences. Qualitative data analysis was conducted on responses from open-ended questions and interviews. Thematic analysis identified and analyzed recurring patterns and themes, providing deeper insights into the qualitative aspects of the study. Content analysis quantified the prevalence of specific themes or terms to further enrich the understanding of the data.

Triangulation techniques were applied to enhance the validity and reliability of the findings. Methodological triangulation integrated both quantitative and qualitative methods to cross-verify results, while data triangulation used data from multiple NGOs to check for consistency. This

comprehensive approach helped address potential biases and ensured a thorough evaluation of the study objectives.

Reliability checks, including split-half reliability and Cronbach's alpha, were used to assess the consistency of the data collection instruments, ensuring the stability and trustworthiness of the findings. Overall, the combination of descriptive and inferential statistics, qualitative analysis, and triangulation provided a robust and detailed evaluation of NGO performance, offering reliable and actionable insight.

3.8 Ethical Consideration

Prior to commencing the study, ethical approval was secured from the relevant authorities, including the directors of the participating non-profit organizations in Mombasa County. This approval process ensured that the research adheres to ethical standards and respects the rights of all participants involved in the study.

Participation in the study was entirely voluntary, emphasizing the importance of informed consent. Prospective participants were provided with detailed information about the study's purpose, procedures, potential risks, and benefits. They were explicitly informed that their involvement was voluntary, and they had the right to withdraw from the study at any time prior to the data analysis without any negative consequences. This approach was intended to foster a sense of trust and transparency between the researchers and the participants.

To further protect the participants' privacy, individuals were not required to include their names on the questionnaires. Anonymity was a key consideration, ensuring that personal identifiers were not linked to their responses. This measure is crucial for minimizing the risk of potential repercussions or biases resulting from participants' involvement in the study.

Moreover, all responses collected during the study were handled with strict confidentiality. Data were securely stored and accessible only to authorized research personnel. The research team took comprehensive measures to ensure that data were analyzed and reported in a manner that maintains the anonymity of participants. These measures included aggregating data and reporting findings at a group level, thereby preventing the identification of individual participants.

3.9 Operationalization of Variables

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

Table 2: Operationalization of Variables

Objective	Types of Variable	Indicators	Measurements	Level of Scale	Data Collection Method	Data Analysis
To assess the influence of the monitoring and evaluation plans on performance of non-profit organizations in Mombasa County, Kenya.	Dependent Performance of NGO	Percentage increase in beneficiaries' well-being Resource Utilization Efficiency Stakeholder satisfaction Organizational efficiency Community impact	Budget spent Vs Allocation	Ordinal	Questionnaire	Quantitative and Descriptive
To determine the influence of M&E information systems in on the performance of non-profit organizations in Mombasa County, Kenya.	Independent Information Systems	Frequency of system access and usage Utility of MIS	Number of Computers used Number of Information Databases Frequency of Use	Ordinal	Questionnaire	Quantitative and Descriptive
To establish how Human Resource influences performance of NGOs in Mombasa County	Independent Variable Human Resource	Number of staff with M&E experience	Level of M&E Training Number of years in M&E Number of	Ordinal	Questionnaire	Quantitative and Descriptive

		Level training on M&E Number of M&E staff or team	Projects Monitored & Evaluated			
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CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1: Introduction

This chapter presented and discussed the analysis of data collected from the respondents by the researcher.

4.2: Demographic characteristics of the project staff

The findings showed that 42% worked as program officers, 23.8% worked as monitoring and evaluation officers, 18% as field officers, 10.2% as project beneficiaries and 1% in other positions which included CEO and project assistant. Among these staff, the findings showed that 47.6% of the employees had worked for 1-5 years, 38.1% for 6-10 years, and 14.3% for over 10years (Table 3). The male respondents were 52% while 48 % were female.

Staff Experience	Frequency	Percent
1-5 years	19	47.6
6-10 years	15	38.1
over 10 years	6	14.3
Total	40	100

Table 3 Staff working experience with organizations

The findings further showed that 47.6% of the project staffs have worked for the organization for 0-5 years, 47.6% for 6-10 years, and 1% of the project staffs have worked for the organization for over 10 years as shown in Figure 2 from 20 development organizations.

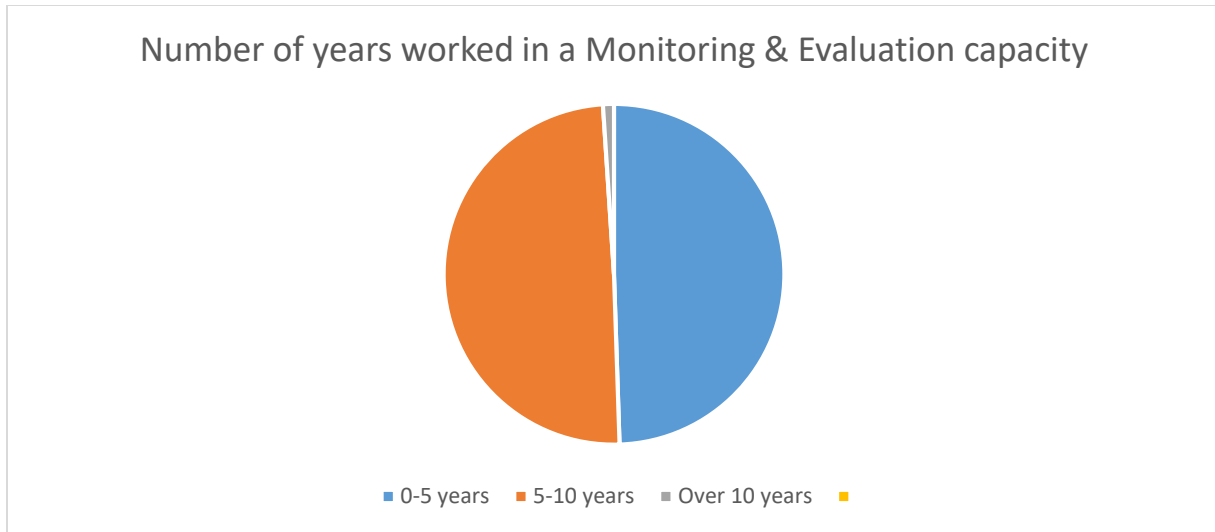


Figure 2: Number of years' staff have worked in a Monitoring and Evaluation Capacity

4.2: Monitoring and Evaluation Plans

The findings from the study revealed significant insights into the perceptions of staff regarding the impact and quality of their projects. Specifically, 61.9% of the staff rated both the impact and quality of their projects as high, indicating a strong sense of satisfaction and confidence in the effectiveness of their initiatives. Conversely, 38.1% of the staff rated their projects as moderate, suggesting that while there is a general belief in project efficacy, there are also areas that could benefit from further improvement and refinement as in Figure 3.

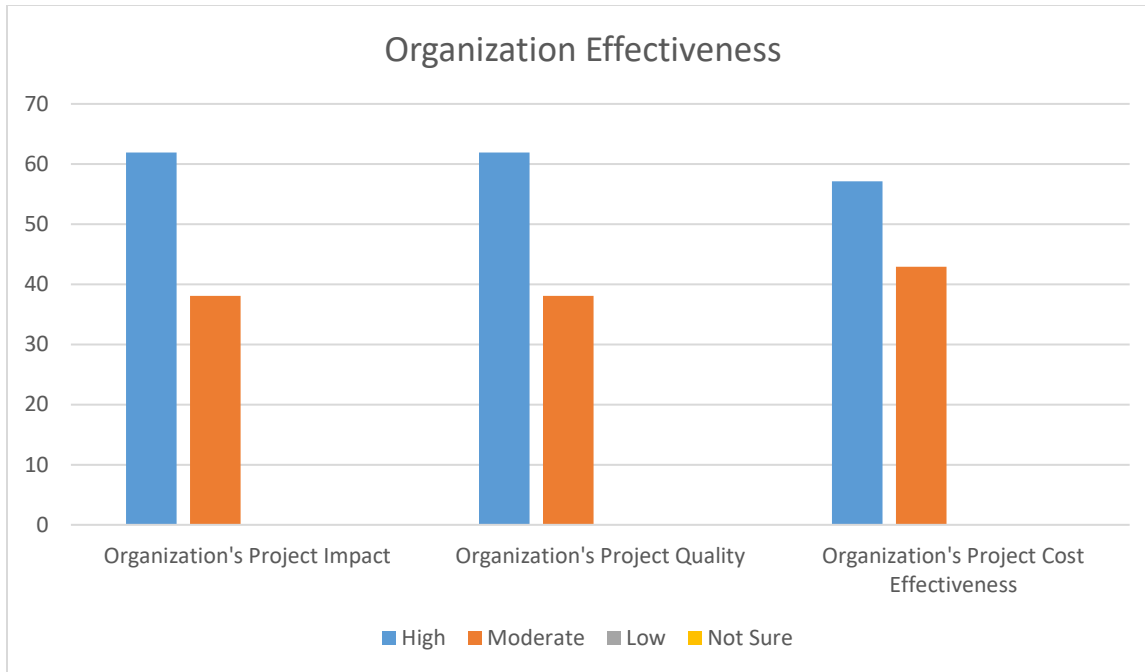


Figure 3: Organizations rate of project's impact, quality and cost effectiveness

Moreover, it was also found that 66.7% of the staff reported satisfaction with the overall cost-effectiveness of their projects, highlighting an understanding that resources are being utilized efficiently to achieve desired outcomes. However, 33.3% of the staff categorized the cost-effectiveness as moderate, indicating room for improvement in how resources are managed and allocated. This disparity in perceptions may point to the necessity for enhanced training in budget management or more stringent evaluation processes to optimize resource utilization as

shown in Figure 4.

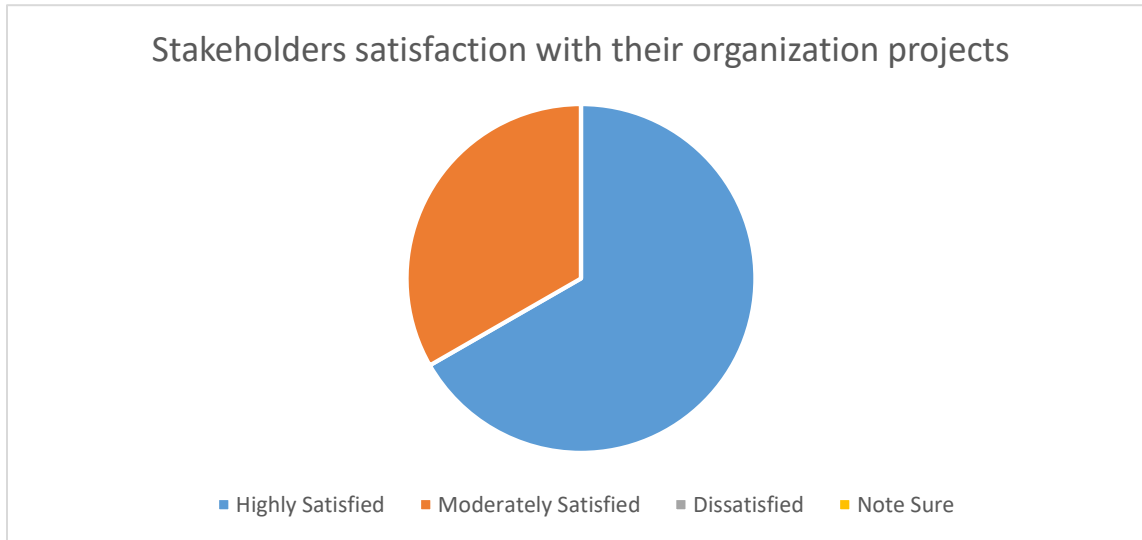


Figure 4: Stakeholders satisfaction with their organization projects

Additionally, with the organization adherence to the allocated budget for projects, 76.2% reported to strongly adhere, 19% as partially adhering and 4.8% for not sure as (Figure 5).

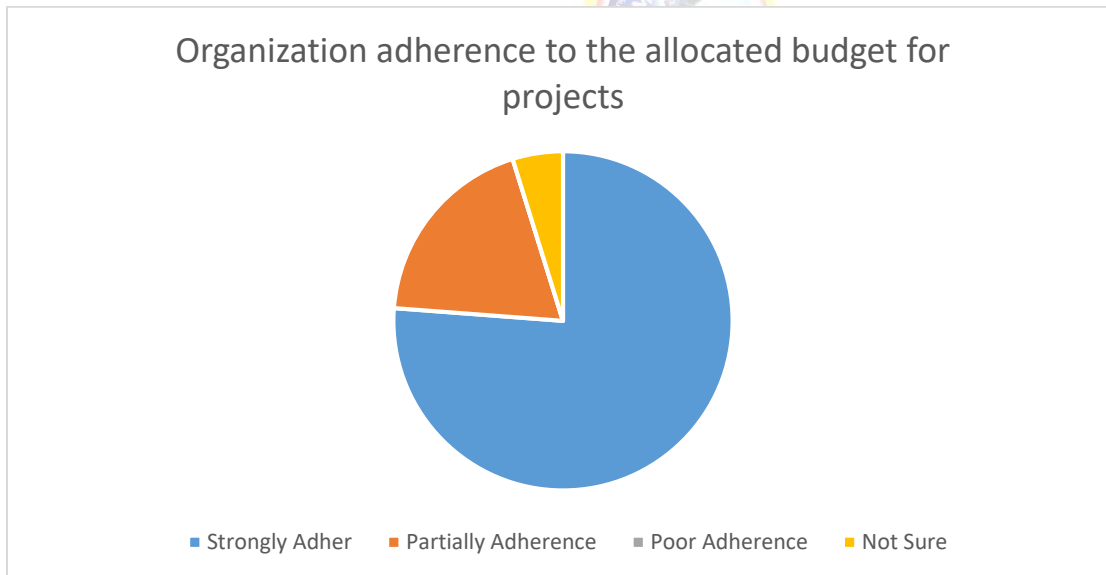


Figure 5: Organization Adherence to the allocated budget for projects

4.3: Information System

The study also indicates that 57.1% of the project staff reported that the information systems within their organization are highly accessible, facilitating ease of access to critical data and resources necessary for effective monitoring and evaluation. Meanwhile, 38.1% of the staff rated the

accessibility of these systems as moderate, suggesting that while access is generally good, there may still be barriers or inefficiencies that need to be addressed. Additionally, 8% of respondents reported that the information systems are not easily accessible, highlighting a potential area for improvement that could enhance overall project performance.

As illustrated in Figure 6, these findings shows the importance of user-friendly information systems in promoting effective communication and data sharing among project staff. Accessibility is a key component in ensuring that all team members can readily obtain the information they need to make informed decisions and contribute to project success.

In terms of the utility of these information systems in aiding decision-making, Figure 7 reveals that 66.7% of the staff find these systems to be highly useful. This indicates that a significant majority believe the systems significantly enhance their ability to analyze data, track progress, and inform strategic decisions. Conversely, 33.3% of respondents rated the systems as moderately useful, suggesting that while the systems are beneficial, there may be opportunities to further enhance their functionality or training on how to use them effectively.

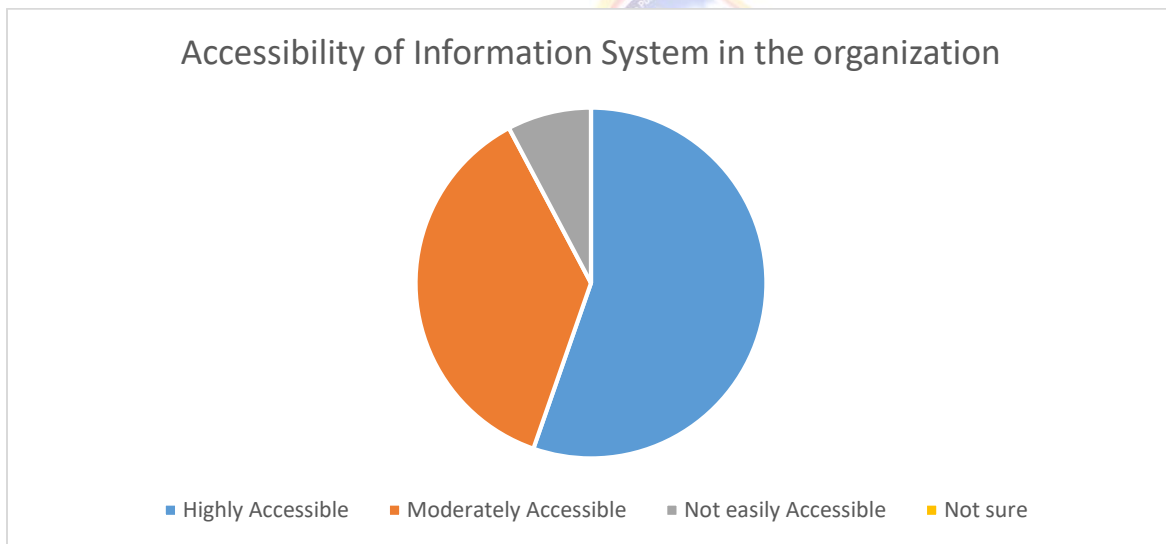


Figure 6: Accessibility of Information Systems within the organization

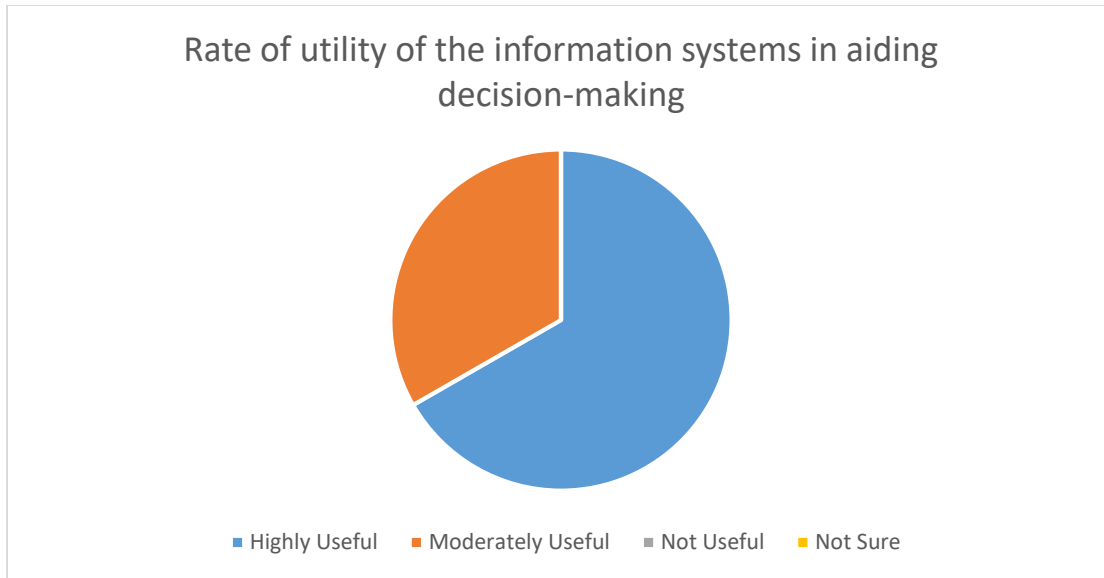


Figure 7: Rate of utility of the information systems in aiding decision-making

As shown in Table 4, 47.6% of the project staff reported that 1-2 Computers used for monitoring and evaluation purposes within the organization, 42.9% reported 3-5 and 9.5% reported over 5 computers used.

From the findings showed in Table 5, 66.7% of the project staff reported that 1-2 information databases of their organizations maintained for monitoring and evaluation 19% reported 3-5 and 14.3% reported over 5 databases maintained. As shown in Table 5, 38.1% of the project staff reported that the frequency of information system utilization in monitoring and evaluation is daily, 14.3% was weekly, 33.3% was weekly and 14.3% was rarely.

Number of Computers	Frequency	Percent
0 computers	0	0
1-2 computers	27	47.6
3-5 computers	7	42.9
Over 5 computers	6	9.5
Total	40	100

Table 4: Computers used for monitoring and evaluation purposes within the organization

Table 4: Computers used for monitoring and evaluation purposes within the organization

Number of Databases	Frequency	Percent
0 information database	0	0
1-2 information database	27	66.7
3-5 information database	7	19
Over 5 information databases	6	14.3
Total	40	100

Table 5: Information Databases maintained for monitoring and evaluation within organizations.

Utilization Frequency	Frequency	Percent
Daily	15	38.1
Weekly	6	14.3
Monthly	13	33.3
Rarely	6	14.3
Total	40	100

Table 6: Frequency of information systems utilization in monitoring and evaluation

4.4: Human Resources

The study reveals important insights regarding the training and experience of program officers in monitoring and evaluation (M&E). According to the findings, 27.3% of program officers reported that they have received comprehensive training in M&E, while 40.9% indicated that they have been moderately trained. Meanwhile, 31.8% reported having insufficient training, as illustrated in Figure 7. This data shows a significant concern regarding the adequacy of training provided to program officers, as a notable proportion of staff feels they have not received enough training to perform their roles effectively. This highlights the necessity for organizations to assess their training programs critically and implement strategies to enhance the training offered, ensuring that

all staff members are equipped with the skills and knowledge required to conduct high-quality evaluations.

In contrast, it is noteworthy that 100% of the interviewed staff reported having some level of experience in monitoring and evaluation. This indicates a strong foundation of practical knowledge among the staff, which can be a significant asset to the organization. The distribution of experience levels among project staff reveals that a majority—50%—reported having 1-3 years of experience in M&E. This experience level suggests that many program officers have had enough exposure to develop fundamental skills and insights necessary for effective evaluation practices.

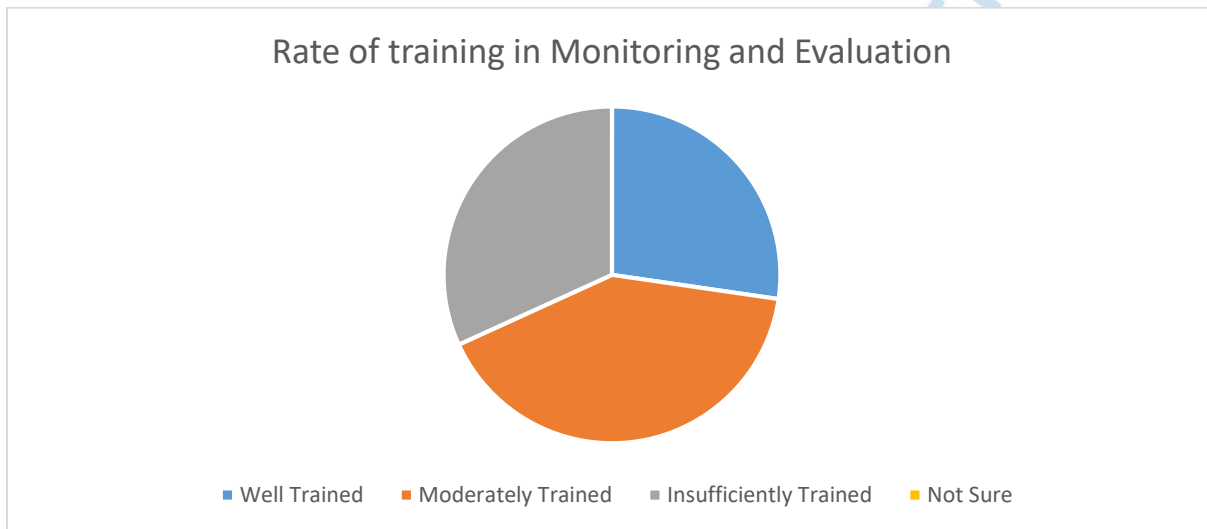


Figure 8: Rate of training in Monitoring and Evaluation

Additionally, 22.7% of staff reported having 4-6 years of experience, which reflects a deeper familiarity with M&E processes and methodologies. Furthermore, 18.2% indicated that they have over 6 years of experience, which positions them as potential mentors or leaders within the organization. Conversely, a smaller proportion of the staff, specifically 9.1%, reported having less than 1 year of experience, suggesting that there are newer staff members who may require more support and training to develop their skills effectively. These insights are captured in Table 7, illustrating the varied levels of experience among the staff.

Number of Years	Frequency	Percent
Less than 1 years	4	9.1

1-3 years	50	50
4-6 years	9	22.7
More than 6 years	7	18.2
Total	40	100

Table 7: Years of experience in monitoring and evaluation

As shown in Figure 9, 63.6% of the organization staff reported possess both formal and in-service training, 27.3% have in-service only, 9.1% reported formal training only.

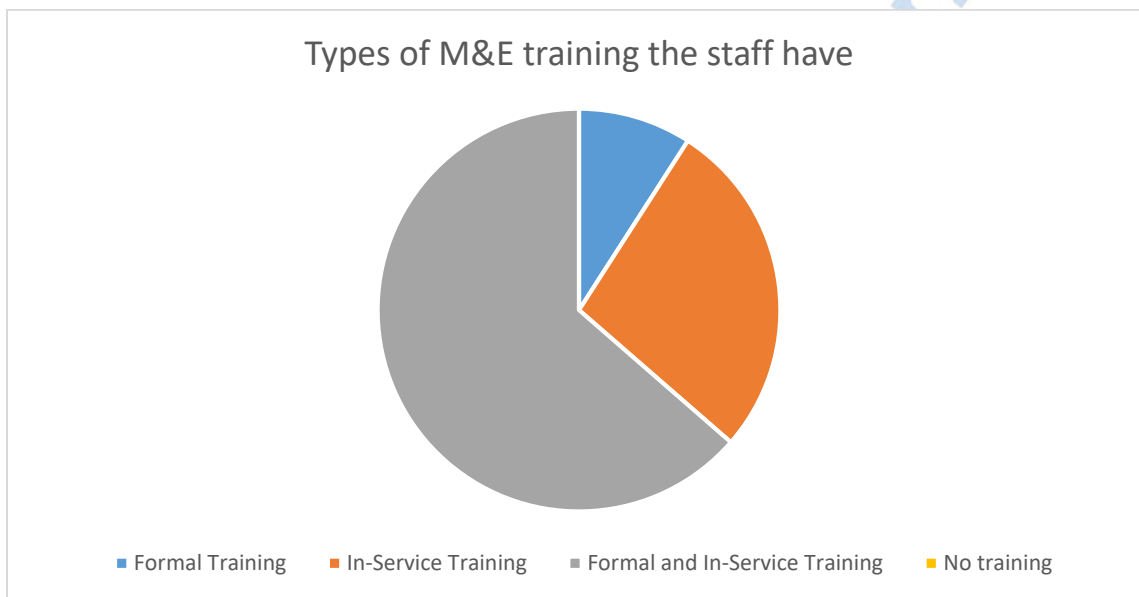


Figure 9: Types of M&E training the staff have acquired

Additionally, all the staff—100%—reported that the M&E training they received plays a crucial role in providing quality information to their organizations. This unanimous recognition highlights the perceived value of M&E training as a foundational component in enhancing the overall effectiveness of monitoring and evaluation processes. By equipping staff with the skills and knowledge necessary to conduct thorough evaluations, organizations are better positioned to collect, analyze, and utilize data that informs decision-making and drives program improvement. In terms of project management, the distribution of the number of projects that staff are in charge of reveals important insights into their workload and responsibilities. According to the findings presented in Table 8, 40.9% of staff reported being responsible for 1-2 projects, while a substantial 45.5% indicated that they manage 3-4 projects. This suggests that a significant portion of the staff

is handling multiple projects simultaneously, which may require a diverse skill set and effective time management strategies to ensure that each project receives adequate attention and resources. Moreover, the data shows that 9.1% of staff are in charge of 5-6 projects, and 4.5% have responsibilities for over 6 projects. This distribution raises important questions about workload distribution, potential stress levels, and the capacity of staff to effectively manage their responsibilities without compromising the quality of their work. As staff juggle multiple projects, the quality of monitoring and evaluation practices may be influenced by their ability to allocate sufficient time and resources to each project. Organizations must consider these factors when designing M&E frameworks and support systems to ensure that staff are not overwhelmed and can deliver high-quality evaluations consistently.).

Number of Projects	Frequency	Percent
1-2 projects	16	40.9
3-4 projects	18	45.5
5-6 projects	4	9.1
More than 6 years	2	4.5
Total	40	100

Table 8: Number of project that Staff are in-charge of projects

4.4 Demographic characteristics of the project staff

The analysis reveals a diverse distribution of impacts within development organizations, with program officers comprising the largest proportion at 47.6%, followed by monitoring and evaluation officers at 23.8%, 10.2% as project beneficiaries and field officers at 18%. This distribution shows the emphasis on program implementation, rigorous assessment, and community engagement within project frameworks. Additionally, a variety of other positions, including CEO and project assistant, are represented within the staff cohort, highlighting the multifaceted nature of development initiatives and the need for diverse skill sets.

The tenure of staff members within the organization reflects both turnover rates and institutional stability. While nearly half of the employees have worked for 1-5 years, indicating a relatively high turnover, a significant portion (38.1%) have tenure ranging from 6-10 years, suggesting a more established cohort with deeper organizational experience. This mix of tenure levels poses challenges in knowledge transfer and institutional memory retention but also indicates a balance between fresh perspectives and seasoned expertise within the organization.

4.5: Influence of Monitoring and Evaluation Plans on Performance of Non-Profit Organizations

The findings related to monitoring and evaluation (M&E) plans reveal significant insights into project performance, as highlighted in section 4.2. A majority of staff—61.9%—rated both the impact and quality of their projects as high, indicating a strong overall perception of project success. This positive evaluation reflects the belief that the initiatives are achieving their intended objectives and generating beneficial results for the target populations. Specifically, the high ratings suggest that projects are effectively addressing the needs of beneficiaries, implementing strategies that resonate with their target communities, and ultimately producing positive social change.

Conversely, the remaining 38.1% of staff provided moderate ratings, suggesting that while many projects are performing well, there may be inconsistencies in effectiveness across different initiatives. This disparity highlights the potential for variability in performance, with some projects possibly facing challenges that hinder their ability to deliver high-quality outcomes. For instance, certain projects may encounter difficulties such as limited funding, insufficient staffing, or unforeseen external circumstances that impact their implementation. Understanding these challenges is critical for organizations aiming to enhance their M&E plans and overall project performance.

In terms of project effectiveness, the data indicates that 57.1% of staff consider their projects to be highly effective, while 42.9% view them as moderately effective. These findings suggest that the majority of projects are successful in addressing key objectives and achieving desired outcomes. However, the presence of moderate ratings signifies an opportunity for improvement, indicating that there may be factors contributing to this variability, such as resource allocation, staff capacity, or external challenges that affect project implementation. For example, projects may require more tailored approaches or additional resources to overcome barriers faced by specific communities. Organizations must delve deeper into these factors to understand better the dynamics at play and identify actionable strategies for enhancement.

Moreover, staff satisfaction with project processes and outcomes serves as a crucial indicator of organizational health and employee engagement. The data indicates that 66.7% of staff reported high satisfaction levels, while 33.3% reported moderate satisfaction. High levels of staff satisfaction are often correlated with improved project performance, as satisfied employees tend to be more motivated, committed, and productive in their roles. This correlation shows the importance of fostering a supportive work environment where staff feel valued and empowered to contribute to the organization's mission. However, the moderate satisfaction levels suggest that there are certain areas within the organization that could benefit from enhancement.

Potential improvement strategies might include fostering better communication practices, providing additional support to staff, or offering more robust opportunities for professional development. For instance, regular feedback sessions could be instituted to encourage open dialogue between staff and management, creating a platform for discussing challenges and sharing successes. Additionally, training programs focusing on M&E best practices could empower staff with the skills necessary to navigate their roles more effectively. Addressing these aspects could lead not only to higher levels of employee satisfaction but also to improved project performance and overall organizational success.

Furthermore, the alignment of these findings with prominent frameworks such as Results-Based Management (RBM) further emphasizes the importance of clearly defined project objectives and continuous performance measurement. RBM focuses on accountability and the necessity of achieving tangible, measurable results, which is reflected in the high ratings for both project impact and effectiveness. The principles of RBM guide organizations in setting specific targets, monitoring progress, and evaluating outcomes against those targets. By adhering to RBM,

organizations can systematically assess their effectiveness and make informed decisions to enhance their strategies and operations.

The results suggest that organizations are successfully integrating RBM principles into their M&E plans, ensuring that their projects remain focused on delivering meaningful outcomes that benefit their target populations. This integration reinforces the commitment of organizations to accountability and continuous improvement, ultimately enhancing their capacity to create positive change in the communities they serve. The adoption of RBM practices not only bolsters project effectiveness but also fosters a culture of transparency and responsibility, which is vital for maintaining stakeholder trust and engagement.

Overall, the findings shows the significance of robust monitoring and evaluation plans as essential tools for understanding project performance. By prioritizing staff engagement and satisfaction, addressing variability in project effectiveness, and aligning with established management frameworks, organizations can better position themselves for sustained success and impact in their endeavors. It is through a comprehensive approach that incorporates both quantitative assessments and qualitative insights that organizations can truly enhance their M&E practices, leading to improved outcomes and increased organizational efficacy. Thus, ongoing evaluation and adaptation of M&E strategies will be key to ensuring that organizations remain agile and responsive to the evolving needs of the communities they serve. By investing in effective M&E plans, organizations not only enhance their performance but also contribute to the broader mission of fostering social and economic development in their respective areas.

4.6: Influence of Information System on Performance of Non-Profit Organizations

The findings indicate that a majority of project staff (57.1%) perceive the information systems within their organizations as highly accessible, suggesting that significant progress has been made in developing and implementing systems that allow staff easy access to critical data. Accessible information systems play a pivotal role in facilitating timely and informed decision-making processes. They enable staff to retrieve and utilize relevant data when needed, fostering a culture of data-driven decision-making that can enhance the performance and efficiency of the organization. The presence of highly accessible information systems ensures that employees across different levels can contribute to achieving organizational goals by utilizing the available data to inform their strategies and activities.

However, the 8% of staff reporting that the systems are not easily accessible presents an area of concern. This figure highlights potential barriers to accessibility, such as technical limitations, inadequate training on system usage, or insufficient infrastructure that may limit the ability of some staff to fully utilize these systems. In some cases, restricted access could stem from a lack of user-friendly interfaces or complicated data management systems that hinder smooth navigation. Addressing these barriers should be a priority for organizations aiming to ensure that all staff can effectively access and use the information systems. Solutions could involve upgrading outdated systems, improving digital literacy among staff, or redesigning systems to be more intuitive and accessible to all users, regardless of their technical proficiency.

The perceived usefulness of information systems in aiding decision-making is also a significant finding. According to the data, 66.7% of project staff rated the information systems as highly useful in supporting their decision-making processes. This suggests that the systems are not only accessible but also practical in providing insights and recommendations that inform daily operations and strategic planning. The high utility of these systems aligns with Bennett and Rockwell's (2015) concept of Utilization-Focused Evaluation (UFE), which emphasizes the importance of ensuring that evaluation data is relevant and actionable for decision-makers. The ability of information systems to offer real-time, data-driven insights ensures that project teams and managers can make more informed choices, adjust project strategies where necessary, and track progress more effectively, contributing to the overall success and performance of the organization.

The high utility ratings explain the importance of continuous investment in robust information systems. Organizations need to maintain and upgrade these systems to ensure they remain relevant and capable of handling growing data needs. As projects expand in scope and complexity, the volume of data generated also increases, making it essential for information systems to be scalable, adaptable, and capable of integrating various data sources. By investing in more advanced information systems, organizations can streamline data collection, analysis, and reporting, which, in turn, allows them to remain agile and responsive to changes in their project environments.

Moreover, these findings resonate with the research of Ling et al. (2009), which highlights the role of technology in enhancing the efficiency and effectiveness of monitoring and evaluation (M&E) processes. Ling and colleagues emphasize that innovative tools and technological advancements, such as digital data collection, real-time dashboards, and data visualization software, can

significantly improve how organizations conduct M&E. By incorporating such tools, organizations can reduce the time and resources required for manual data processing, minimize human error, and provide stakeholders with clearer, more concise representations of project outcomes. This ultimately leads to better tracking of project performance, quicker identification of issues, and more effective interventions.

In addition, information systems also contribute to fostering transparency and accountability within organizations. By providing a centralized platform for data storage and analysis, these systems ensure that all project-related information is readily available for review and audit, thereby enhancing oversight and accountability. Stakeholders, including donors, project beneficiaries, and management teams, can track the progress of projects in real time, ensuring that resources are being used efficiently and that projects are on track to meet their goals.

The integration of these advanced systems and tools within organizations also supports a learning-oriented approach to project management. As information systems collect and store data across multiple projects and time frames, organizations can analyze trends, identify best practices, and apply lessons learned to future projects. This continuous feedback loop promotes a culture of learning and improvement, which is crucial for organizations that are committed to achieving long-term development outcomes.

4.7: Influence of Human Resource on Performance of Non-Profit Organizations

The findings regarding the training and experience of program officers in monitoring and evaluation (M&E) resonate strongly with several established theories and principles articulated by previous scholars in the field. Firstly, Patton's Utilization-Focused Evaluation (UFE) emphasizes the critical importance of ensuring that evaluators possess the necessary skills and training to conduct meaningful and impactful evaluations. The data indicating that 27.3% of program officers reported being well trained in M&E, while 31.8% reported insufficient training, highlights a significant gap in capacity that needs to be addressed. This explains the urgent need for ongoing professional development and targeted capacity-building initiatives designed to enhance the quality and effectiveness of M&E practices within organizations. Such initiatives could include workshops, mentoring programs, and access to resources that equip program officers with the necessary tools and knowledge to excel in their roles.

Moreover, the work of Fetterman (2019) on Empowerment Evaluation further reinforces the importance of training and experience in empowering stakeholders to take an active role in

evaluation processes. The data indicating that 100% of interviewed staff reported having some experience in M&E, with experience levels varying from less than one year to over six years, suggests a strong foundation for adopting participatory and collaborative evaluation approaches. This aligns seamlessly with Fetterman's emphasis on building evaluation capacity within organizations and fostering a culture of learning and empowerment among stakeholders. By encouraging program officers and staff to engage in M&E practices actively, organizations can create an environment where learning is prioritized, and stakeholders feel invested in the evaluation process.

Additionally, the insights from Bennett and Rockwell on Utilization-Focused Evaluation (UFE) resonate with the finding that all staff reported that M&E training contributes significantly to providing quality information to organizations. This finding explains the perceived value and utility of M&E training in enhancing the relevance and impact of evaluation findings. By ensuring that program officers are well-equipped to conduct evaluations, organizations can promote evidence-based decision-making and foster organizational learning. This capacity-building not only improves the quality of evaluations but also enhances the overall effectiveness of programs and interventions.

Furthermore, the alignment of these findings with established theories highlights the interconnectedness of training, experience, and effective M&E practices. Training in M&E is not merely a procedural requirement but a foundational element that shapes the quality of evaluations conducted within organizations. By investing in comprehensive training programs that address both technical skills and soft skills—such as communication, collaboration, and critical thinking—organizations can significantly enhance the capability of their program officers. This investment not only improves the immediate outcomes of M&E efforts but also contributes to a long-term culture of continuous improvement and accountability.

In summary, the findings indicate a clear need for organizations to prioritize training and capacity-building initiatives in monitoring and evaluation. By doing so, they can leverage the insights from prominent theories and principles, such as Utilization-Focused Evaluation and Empowerment Evaluation, to strengthen their M&E capacity. This strategic focus on training not only equips program officers with the necessary skills to conduct effective evaluations but also empowers stakeholders to engage meaningfully in the evaluation process. Ultimately, enhancing M&E capacity through targeted training and professional development will lead to improved

organizational performance and the achievement of meaningful outcomes and impacts in programs and interventions. Organizations that recognize and act on the importance of training in M&E will be better positioned to navigate the complexities of evaluation, foster a culture of learning, and drive positive change within their communities.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the key conclusions drawn from the study findings and provides actionable recommendations to enhance monitoring and evaluation (M&E) practices, improve organizational performance, and strengthen the utilization of information systems within development organizations. The chapter begins with a summary of the study's main findings, followed by conclusions that highlight the significance of these findings in relation to organizational effectiveness. Finally, practical recommendations are outlined to address identified challenges and optimize M&E processes for better decision-making and project outcomes.

5.2 Summary of the Findings

5.2.1 Influence of Monitoring and Evaluation Plans on Performance of Non-Profit Organizations.

The study revealed that training and capacity-building initiatives significantly influence the effectiveness and sustainability of monitoring and evaluation (M&E) systems. A majority of respondents indicated that inadequate training limits staff capabilities, which in turn hampers the accuracy and timeliness of data collection, analysis, and reporting processes. Organizations that invest in structured training programs—such as workshops, mentorship sessions, online courses, and peer-to-peer learning—demonstrated enhanced competence in applying M&E tools and methodologies.

Furthermore, the study found that periodic refresher courses and exposure to new technological trends in M&E contribute to the adaptability and responsiveness of staff to dynamic project environments. Continuous professional development not only empowers program officers and M&E personnel with relevant technical skills but also strengthens institutional learning and innovation. This, ultimately, leads to improved project evaluation, decision-making, and overall organizational performance.

5.2.2 Influence of stakeholder engagement on Performance of Non-Profit Organizations.

Findings indicated that meaningful stakeholder involvement in M&E processes directly contributes to the performance and impact of nonprofit programs. A significant proportion of respondents acknowledged that participatory approaches foster ownership, enhance transparency, and promote accountability in project planning and implementation. Inclusion of stakeholders—such as community members, local leaders, government agencies, and donor representatives—ensures that project goals align with community needs and expectations.

However, the study also noted key challenges, including lack of motivation among stakeholders, limited awareness of their roles in M&E, and communication barriers. These factors often result in passive involvement, which undermines project sustainability. To address this, the research recommends that NGOs adopt deliberate strategies to improve engagement, such as developing clear stakeholder inclusion policies, establishing two-way feedback and grievance redress mechanisms, and creating incentives for active participation.

5.2.3 Influence of information systems on Performance of Non-Profit Organizations.

The study established that robust information systems play a pivotal role in promoting data-driven decision-making, operational efficiency, and accountability within nonprofit organizations. Respondents emphasized that such systems enable timely access to accurate information, facilitate real-time monitoring, and enhance the ability to track performance indicators across multiple projects.

Despite these advantages, several barriers were identified, including limited training on how to navigate digital platforms, system complexity, occasional technical glitches, and resistance to change among some staff members. These challenges hinder full utilization of the systems' potential. To improve efficiency, the study recommends investing in user-friendly and scalable information systems, integrating mobile and offline data collection features for fieldwork, and ensuring regular system upgrades.

Additionally, incorporating dashboards, automated reporting tools, and real-time analytics can support proactive decision-making and program adjustments. Establishing help desks or IT

support units within organizations would further enhance system adoption and staff confidence, resulting in better project monitoring, evaluation, and reporting outcomes.

5.3: Conclusion

The findings indicate a positive perception of project outcomes and effectiveness among staff, reflecting success in achieving intended objectives. Staff satisfaction with project processes underscores the importance of continuous engagement and support mechanisms within organizations.

While information systems are generally perceived as accessible and useful, there is room for improvement in eliminating potential barriers. Their alignment with Utilization-Focused Evaluation (UFE) principles highlights the need for evaluation findings to be timely, relevant, and actionable for decision-making. To enhance effectiveness, organizations should ensure that information systems generate insights that drive strategic decisions and organizational learning. Additionally, the findings emphasize the critical role of training and capacity-building in improving M&E practices. By adopting established theories and principles, organizations can strengthen M&E capacity, foster a culture of continuous learning, and encourage knowledge-sharing. This approach enhances both individual staff competencies and the overall effectiveness of M&E processes, ultimately improving program impact and organizational performance

5.4: Recommendations

Based on the study findings, the following recommendations aim to enhance M&E practices, improve organizational performance, and strengthen information system utilization in development organizations:

5.4.1: Training & Capacity Building

- **Enhance Training & Capacity Building:** Given the diverse impacts across organizations and varying staff training levels, comprehensive training programs should be developed for program officers and M&E personnel. Training initiatives can be delivered through workshops, online courses, mentorship programs, and peer learning sessions to ensure flexibility and accessibility. Additionally, organizations should partner with academic institutions or industry experts to provide certification programs that enhance staff competency in M&E methodologies, data analysis, and information system utilization.

- **Promote Knowledge Sharing & Institutional Memory:** Staff members with different tenures present challenges in knowledge transfer and institutional memory retention. Organizations should establish structured mentorship programs, where experienced staff train newcomers. Additionally, developing a centralized digital repository for M&E reports, best practices, and lessons learned can ensure continuity and institutional knowledge retention.

5.4.2: Stakeholder Engagement

- **Strengthen Stakeholder Engagement Through Inclusive Policies:** Findings indicate a strong link between stakeholder involvement and project success. NGOs should develop clear inclusion policies that mandate stakeholder participation in M&E processes. Practical strategies include: Stakeholder forums & feedback mechanisms (e.g., community meetings, digital surveys) to gather insights and ensure inclusivity, Incentive structures, such as recognition programs or stipends, to motivate participation, Capacity-building sessions for stakeholders to equip them with M&E knowledge, ensuring meaningful contributions, Collaborative decision-making by incorporating stakeholders in project steering committees, ensuring their input shapes implementation and evaluation.

5.4.3: Information System

- **Improve Information System Accessibility:** While staff generally find information systems accessible, barriers still exist. Organizations should enhance user interfaces for ease of use, provide hands-on training on system navigation, and customize platforms to meet diverse user needs. Implementing mobile-friendly platforms and multilingual support can also increase accessibility for a broader audience.
- **Leverage Information Systems for Decision-Making:** Given the high utility of information systems in evidence-based decision-making, organizations should invest in advanced data analytics, integrate real-time monitoring capabilities, and foster a data-driven culture.

5.5: Areas for Further Research

- As technology continues to evolve, there is a growing need for research on the integration of emerging technologies, such as mobile data collection, remote sensing, and artificial

intelligence, into monitoring and evaluation practices. Future studies could investigate the feasibility, scalability, and cost-effectiveness of technology-driven M&E solutions, as well as their potential impact on data quality, timeliness, and accessibility. Understanding how these technologies can be effectively utilized will enable organizations to stay ahead in the rapidly changing landscape of M&E.

- Further research is needed to explore the influence of cross-cultural and contextual factors on M&E practices and outcomes, particularly in multicultural and international development settings. This could involve comparative studies examining M&E approaches and challenges across different cultural contexts, as well as investigations into the impact of local knowledge, values, and beliefs in shaping evaluation processes and priorities.
- Research could explore innovative approaches to M&E, such as participatory and community-led evaluation methodologies, outcome harvesting, and developmental evaluation. This could include case studies documenting the implementation and impact of innovative M&E approaches in diverse development contexts, as well as evaluations of their effectiveness in promoting stakeholder engagement, learning, and accountability.
- Investigating how gender and inclusivity considerations are integrated into M&E practices could provide valuable insights into the effectiveness of programs aimed at diverse populations. Research could explore how gender-responsive evaluation approaches impact project outcomes and the extent to which M&E frameworks consider the unique needs of marginalized or underserved groups. This focus on inclusivity could help organizations develop more equitable and effective programs.
- The application of behavioral insights to M&E practices presents an intriguing area for exploration. Research could examine how understanding behavioral factors influences the design and implementation of M&E systems. By analyzing how stakeholder behavior affects data collection, interpretation, and utilization, organizations could develop more tailored and effective M&E approaches that account for the complexities of human behavior.

The effectiveness of collaborative evaluation practices involving multiple stakeholders (including beneficiaries, community members, and funders) is another promising research area. Studies could assess the impact of participatory evaluation methods on stakeholder ownership, engagement, and

the relevance of findings. Exploring how collaboration influences evaluation quality and program outcomes can provide insights into the benefits and challenges of inclusive evaluation processes



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APPENDICES

Insert the required appendices sequentially (each on its own page)

I) Research tools

Consent Form

Title of the Study: The Influence of results-based monitoring and evaluation system on the performance of non-profit organizations in Mombasa County, Kenya.

Principal Investigator:

Salimu Ali Mazang'ang'a
Mount Kenya University
+254717589662

Purpose of the Study:

This research aims to evaluate the performance of NGOs in Mombasa County, focusing on various factors such as project impact, quality, and stakeholder satisfaction. The study will use both quantitative and qualitative methods to gather comprehensive data.

Procedure:

Participants will be asked to complete a questionnaire and/or participate in an interview. The questionnaire includes questions about project outcomes, quality, and management practices. Interviews will provide additional insights into the performance and challenges faced by NGOs.

Duration:

- **Questionnaire:** Approximately 15-20 minutes
- **Interview:** Approximately 30-45 minutes

Voluntary Participation:

Participation in this study is entirely voluntary. You may choose not to participate or withdraw from the study at any time without any consequences.

Confidentiality:

All information collected will be kept confidential. Personal identifiers will be removed, and data will be anonymized to ensure privacy. The results of the study will be reported in aggregate form, and individual responses will not be disclosed.

Risks and Benefits:

There are no significant risks associated with participating in this study. Your participation will contribute to valuable research that aims to improve NGO performance and effectiveness.

Consent:

By signing this form, you are giving your consent to participate in this study. You acknowledge that you have read and understood the information provided, and you agree to participate under the conditions outlined.

Contact Information:

If you have any questions or need further information about this study, please contact Salimu Ali at +254717589662 or salymally6@gmail.com.

Consent Statement:

I have read and understood the information provided above. I agree to participate in this study, and I understand that I can withdraw at any time without any consequence.

Participant's Signature: _____

Date: _____

Researcher's Signature: _____

Date: _____

Individual Questionnaire for M&E Officers

This questionnaire is intended to gather general information on the results-based monitoring and evaluation system in the performance of non-profit organization in Mombasa, Kenya.

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

Are you willing to participate in the exercise and thereby respond to the questions I will pose to you?

- Yes
- No

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

SECTION 1: PERSONAL INFORMATION

1. Please indicate your gender

- Male
- Female

2. What is your age?

- Below 25 years
- 26-35 years
- 36-45 years
- 45 years and above

3. What is your level of education (please indicate the highest)?

- Non-formal Primary
 - Secondary
 - College/university
4. What is your current position in the organization?
- Monitoring & Evaluation Officer
 - Program Officer
 - Field Officer
 - Project Beneficiary
 - Others; please specify
5. For how many years have you worked for the organization?
- 0-5 years
 - 6-10 years
 - More than 10 years
6. For how many years have you worked for the organization in a Monitoring & Evaluation capacity?
- 0-5 years
 - 6-10 years
 - More than 10 years

Section 2: Monitoring and Evaluation Plans

7. How would you rate the impact of your organization's projects?
- High
 - Moderate
 - Low
 - Not sure
8. How would you assess the quality of your organization's projects?
- High
 - Moderate
 - Low
 - Not sure
9. How effective are the projects in terms of cost?

- Highly effective
- Moderately effective
- Ineffective
- Not sure

10. How satisfied are the stakeholders with your organization's projects?

- Highly satisfied
- Moderately satisfied
- Dissatisfied
- Not sure

11. How well does your organization adhere to the allocated budget for projects?

- Strong adherence
- Partial adherence
- Poor adherence
- Not sure

Section 3: Information Systems

12. How accessible are the information systems within your organization?

- Highly accessible
- Moderately accessible
- Not easily accessible
- Not sure

13. How would you rate the utility of the information systems in aiding decision-making?

- Highly useful
- Moderately useful
- Not very useful
- Not sure

14. How many computers are used in your organization for monitoring and evaluation purposes?

- None
- 1-2
- 3-5
- More than 5

15. How many information databases does your organization maintain for monitoring and evaluation?

- None
- 1-2
- 3-5
- More than 5

16. How frequently are the information systems utilized for monitoring and evaluation?

- Daily
- Weekly
- Monthly
- Rarely

Section 4: Human Resource

13. How well-trained are your organization's program officers in monitoring and evaluation?

- Well-trained
- Moderately trained
- Insufficiently trained
- Not sure



14. Do you have any monitoring and evaluation experience?

- Yes
- No

If yes, how many years of experience do your M&E officers have in the field?

- Less than 1-year
- 1-3 years
- 4-6 years
- More than 6 years

15. What monitoring and evaluation training do you possess?

- Formal training only
- In-service training only
- Formal and in-service
- Other (specify) _____

16. Does your training help you provide quality information to the organization?

- Yes
- No

17. How many projects are you in-charge of monitoring and evaluating for this financial year?

- 1-2 projects
- 3-4 projects
- 5-6 projects
- 6 projects and above

Thank you for your cooperation

Key Informant Interviews

- I. To assess the influence of the monitoring and evaluation plans on performance of non-profit organizations in Mombasa County, Kenya:
 - a. How do you define and develop the monitoring and evaluation (M&E) plans within your organization?
 - b. What specific indicators and metrics are included in your M&E plans to measure the performance of your non-profit organization?
 - c. How do you ensure that the M&E plans are aligned with the objectives and goals of your organization?
 - d. Can you provide examples of how the M&E plans have influenced decision-making and improved the performance of your organization?
 - e. How do you use the findings and data collected through M&E activities to enhance program effectiveness and make improvements?
- II. To determine the influence of M&E information systems on the performance of non-profit organizations in Mombasa County, Kenya:
 - a) What types of information systems do you have in place for monitoring and evaluation purposes?
 - b) How accessible and user-friendly are these information systems for staff involved in M&E activities?
 - c) How do these information systems support the collection, storage, and analysis of data for monitoring and evaluation?

- d) How do you ensure the utility and relevance of the information generated through the M&E information systems for decision-making?
 - e) Can you provide examples of how the M&E information systems have contributed to improving the performance of your non-profit organization?
- III. To assess the influence of human resource capacity for monitoring and evaluation on promoting the performance of non-profit organizations in Mombasa County, Kenya:
- a. What impacts and responsibilities do your program officers and M&E officers have in monitoring and evaluation activities?
 - b. How do you ensure that your program officers and M&E officers receive adequate training and professional development opportunities in monitoring and evaluation?
 - c. How does the level of training and experience of program officers and M&E officers influence the effectiveness of monitoring and evaluation efforts?
 - d. Can you provide examples of how the capacity and expertise of your human resources in monitoring and evaluation have positively impacted the performance of your non-profit organization?
 - e. How do you promote collaboration and knowledge sharing among your program officers and M&E officers to enhance monitoring and evaluation practices?

II) ERC certificate



REF: MKU/ISERC/4456

Date: 27 September 2024

TO: SALIMU ALI MAZANG'ANG'A

REG: MAME/2021/78476

Dear Sir/Madam,

RE: THE IMPACT OF RESULTS-BASED MONITORING AND EVALUATION SYSTEM IN THE PERFORMANCE OF NON-PROFIT ORGANIZATIONS IN MOMBASA COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3178**. The approval period is **27/09/2024 - 26/09/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

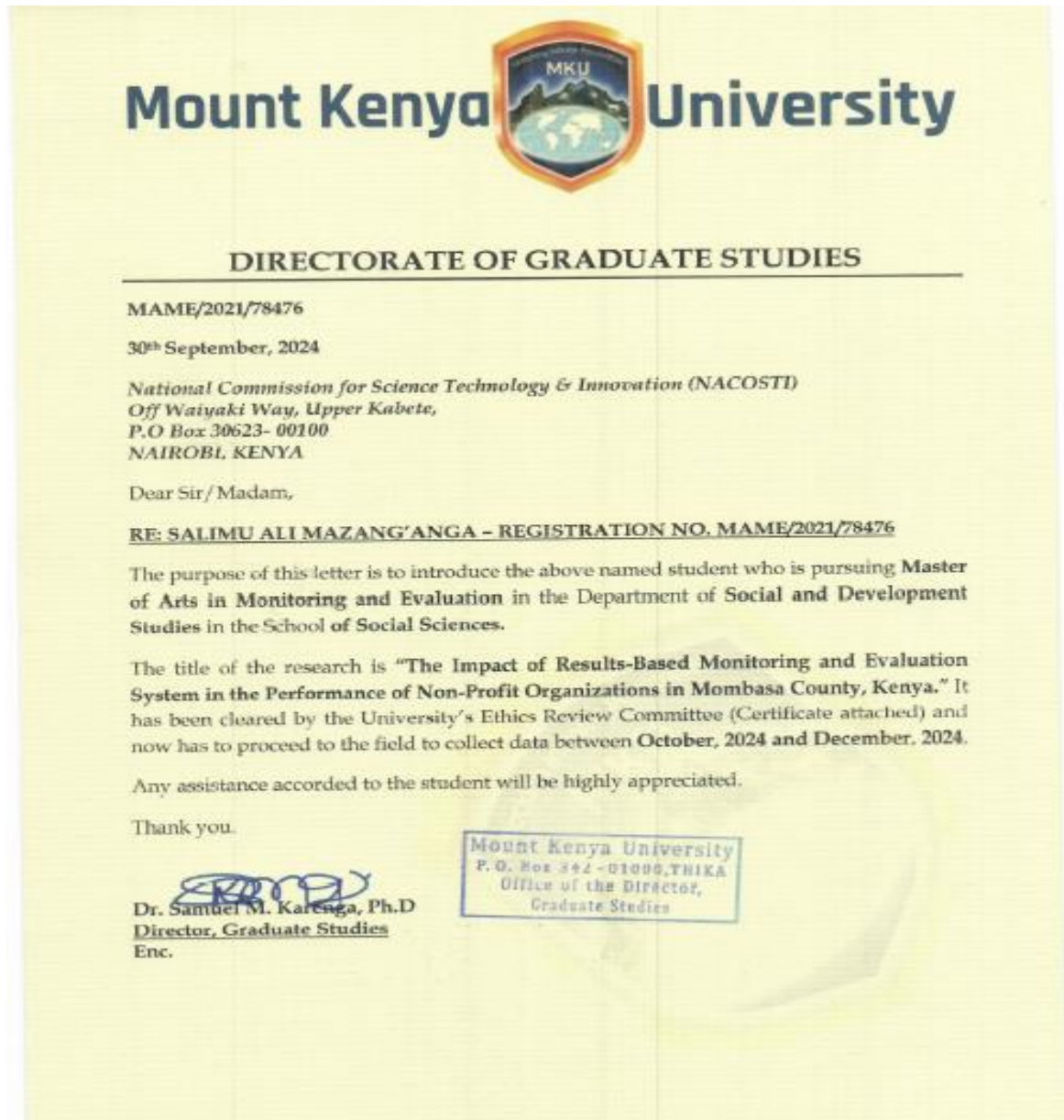
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,


Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



III) Introduction letter from MKU



V) **Field entry /Research Authorization**


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MAME/2021/78476

30th September, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/ Madam,


RE: SALIMU ALI MAZANG'ANGA - REGISTRATION NO. MAME/2021/78476

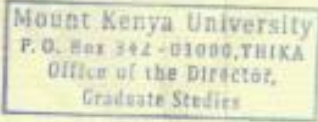
The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Monitoring and Evaluation** in the Department of **Social and Development Studies** in the School of Social Sciences.

The title of the research is **"The Impact of Results-Based Monitoring and Evaluation System in the Performance of Non-Profit Organizations in Mombasa County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.




Mount Kenya University
P. O. Box 342 - 01000, THIKA
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VI) Turnitin report (First two (2) pages

SALIMU ALI MAZANG'ANG'A

**THE INFLUENCE OF RESULTS-BASED MONITORING AND
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VII) Research site map

