

**EFFECTS OF MONITORING AND EVALUATION PRACTICES ON PROJECT
IMPLEMENTATION IN ACTED KENYA.**

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DECLARATION

This Research Project is my original work and has not been presented for academic award in this or any other University.

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DEDICATION

I dedicate this work to all monitoring and evaluation professionals especially those working for NGOs and to those looking to join this profession. That the findings of this research may impact their careers in the most favourable ways.

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I wish to acknowledge all my PGD monitoring and Evaluation lecturers at ANU who have imparted me with knowledge and skill in monitoring and evaluation throughout the entire course. Also I would like to acknowledge Dr. Wanjiru in a special way for the guidance given for this project and her continued support to all M&E students. Lastly I wish to acknowledge the support and assistance received from my classmates of Post Graduate Diploma Monitoring and Evaluation Class of May 2018.

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ABSTRACT

The purpose of this study was to examine the effects of monitoring and evaluation practices on project implementation in ACTED Kenya organization. The study was guided by the following research objectives; to determine the effects of M&E design and planning on project implementation, to examine the extent to which capacity building and information dissemination affects project implementation and to assess the effects of M&E budgeting on project implementation in ACTED Kenya. The target population of this study were all the employees (125 respondents) of ACTED Kenya in Nairobi County.

A descriptive research design was used in the study. Stratified random sampling determined the population sample that was involved in the study. Primary data was collected using a structured questionnaire. The collected data was cleaned, edited and coded to ensure good quality of the data. Coding of the data was done according to different variables and descriptive statistics such as frequencies, mode, mean, percentages and standard deviations was used for ease of interpretation. Tables, figures and charts were used to analyse and interpret the data. The data was then analysed using descriptive statistics and Statistical Package for Social Sciences (SPSS) software was used to analyse the report. This study was expected to be of significance to the NGO managers and other stakeholders in various sectors to understand those roles of M&E practices that shape NGOs businesses and ensure successful project implementation hence improve the performance of the organization. The study may have also enabled NGOs' top executive and management staff have access to appropriate tools for making enduring decisions and consequently enhance competitive postures and abilities of their NGOs. This study has further contributed to the existing body of knowledge; scholars will learn more about the role of monitoring and evaluation practices in ensuring successful project implementation. The study findings implied that M&E practices (Design and planning, capacity building and budgeting) affects project implementation in ACTED Kenya. 77% of the respondents agreed that ACTED Kenya organization always implements planning strategies on time and 44% of the respondents rated the effect as high. 74% of the respondents agreed that the organization's employees are conversant with their core duties and 32% of the respondents rated capacity building on project implementation as effective. 82% of the respondents indicated that ACTED Kenya had a good budget for M&E activities and 57% of the respondents agreed that it affects to a large extent. The study recommended that M&E design & planning practice should be adopted in the organization for it is deemed as an evaluation progress which is good for management practice. Also M&E capacity building should be adhered to as an indicator of project implementation for it is a great determinant in an organization's successful project implementation process. Lastly, M&E budgeting should be adhered to in organizations for it ensures timely provision of funds with quality performance that has led to successful project implementation process.

DEFINATION OF TERMS

Monitoring and evaluation Practices: Set of activities done periodically or regular basis to provide information on project status and progress

Successful Project Implementation: Carrying out the activities described in a project work plan and achieving the desired results.

Capacity Building: The process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently

Budgeting: Process of creating a plan to spend your money/resources.

Design and Planning: Inquiring into the nature of a problem and conceiving a framework for solving that problem

ABBREVIATIONS AND ACRONYMS

ACTED: Agency for Technical Cooperation and Development

ANU- Africa Nazarene University

M&E-Monitoring and Evaluation

PGD- Post Graduate Diploma

UNDP-United Nations Development Programme

IFRC- International Federation of Red Cross and Red Crescent Societies

PMBOK- Project Management Body of Knowledge

NGOs- Non Governmental Organizations

UNESCO- United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter covers the background of the study, problem statement, the study objectives, research questions, significance, the scope, delimitations, limitations, and conceptual framework of the study.

1.2 Background of the Study

A project is defined as a temporary endeavour commenced by individuals who work cooperatively as a team to create an exceptional product or service within the established time frame and budget to produce identifiable deliverables (Project Management Institute, 2012). Globally, project implementation in the non-governmental organizations has had a significant influence in determining project success of many projects on the global spotlight.

Project implementation is only successful if it comes with planning schedule on budget, in achieving good results and being accepted and used by the intended clients (Bornd, 2013). Globally, projects implementation poses a certain characteristic that differentiate them from any other activity in the organization. These include the fact that projects have different intended purposes and are temporary meaning that any project will have a start date and end date although it has nothing to do with short duration.

Monitoring and evaluation (M&E) practices in organizations more especially NGOs are crucial because they have positively affected project implementation, management and performance. In the global perspective, good M&E practices have positively affected NGOs by ensuring successful project implementation. Monitoring and evaluation of

projects is not only important to projects but it is part and parcel of project design (PMBOK, 2011).

Monitoring and evaluation has been used globally over the last several decades as a tool in project management. Monitoring and evaluation has helped NGOs to identify problems and their causes and suggest possible solutions to problems. On the other hand, NGOs that do not have effective M&E practices have failed. In this way, M&E can have influence on project performance much as there is inadequate information on this (Shapiro, 2011). Project monitoring and evaluation is an integral part of the project cycle and of good management practice (Olive, 2012). Olive observes that monitoring and evaluation is fundamental if the project goals and objectives are to be achieved. M&E improves overall efficiency of project planning, management and implementation.

According to UNDP (2014) the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. It helps improve performance and achieve results. Monitoring and evaluation also enable organizations extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine tuning, reorientation and future planning (UNDP, 2014).

Without the efficacy of M&E practices, project successfulness would be impossible in most NGOs in Kenya. The M&E Practices in NGOs helps in turning the project to the right direction hence bring about successfulness of the organization (UNDP, 2014). Monitoring and evaluation of projects activities involves tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan which leads to project success.

In Kenya, M&E practices on successful projects include status reporting, progress measurement and forecasting. Project success reports provide information on the project's performance with regard to scope, schedule, cost, resources, quality and risk which can be used as inputs to other processes (PMBOK, 2011). According to World Bank (2011) monitoring in the NGOs is the process of regular and systematic collection, analysing and reporting of information about a project's inputs, activities, outputs, outcomes and impacts.

Non-governmental Organizations (NGOs) in Kenya

The rapid growth of NGOs in Kenya over the last quarter of the 20th century has been highly increased; for example, between 1977 to 1987 NGOs registered a cumulative growth of over 100%. NGOs in Kenya are controlled by the NGO Co-ordination Board, which is a State Corporation established by an Act of Parliament, the Non-Governmental Organizations Co-ordination Act No. 19 of 1990. The Board's broad mandate is to register, regulate, coordinate, and facilitate all NGOs operating in Kenya. According to the Non-Governmental Organizations Co-ordination Board survey report of 2009, the international NGOs in Kenya comprise 18% of the total number of NGOs operating in the country (Muiruri, 2006). Many of the NGOs have offices in Nairobi and carry out high impact; high resources project and operates in the fields of health, refugees, environment, human rights, education, and key aspects of international development. In most cases, the NGOs operate in informal settlements in an effort to fight poverty. Though there is less literature on NGOs in Nairobi, Ochieng and Matheka, (2007) indicates an NGO like Uzima Foundation Africa its mission is to create social space and promote an enabling environment for youth empowerment. The functions of NGOs in Kenya and other countries are hindered by various factors that have repercussions for NGO sovereignty. For example,

the operational environment of NGOs determines the effectiveness of programmes and projects undertaken by those NGOs. There are both external and internal environments that interrupt on NGOs' project implementation and output.

History of Acted Kenya

Agency for Technical Cooperation and Development (ACTED) is a French Humanitarian Non-Governmental Organization (NGO) which was established in 1993. ACTED is a non-governmental, non-political and non-profit organization committed to supporting vulnerable populations around the world. In Kenya it was established in the year 2006 with a coordination office in Nairobi.

The teams in Kenya are implementing projects to meet the needs of populations regularly affected by drought. Local communities are supported with improved access to food, protection of livelihoods and increased access to basic services such as sanitation, clean water. The NGO also works with local governments and community peace committees to promote social cohesion and integration (Acted Kenya Report, 2018).

1.2.1 Project Implementation

The essential measure of project implementation is that it has delivered a successful product/service to the organization and other stakeholders. Project implementation success entails managing project to the approved scope, time limit, budget along with quality (Houston, 2008). Therefore, measure of project implementation success entails the project requirements and outcomes are met positively and delivered with respect to improved revenue or reduced costs within the expected time.

Project implementation relates to the accomplishment of goals in fulfilling the technical requirements and customer stakeholder satisfaction. Successful projects also contribute to

company's success in long term in terms of gaining competitive advantage; enhancing company's reputation; increasing the market share; along with attaining specified revenues as well as profits (Al-Tmeemy, 2011).

Project implementation is the process of laying out a plans and actions so as to accomplish the set aims and goals. The success of a project in accomplishing its goals is backed up by the interaction of varied factors that if poorly scrutinized and supervised can smash the project apart and obstruct the project from attaining the set purposes throughout the instigation making the project a non-performing one (Abdi, 2014). Additionally, project implementation comprises of monitoring and evaluation practices performed to finish the work outlined in the project management plan to suit the project requirements (Omwaka and Wanyoike, 2016).

1.2.2 Monitoring and Evaluation Practices

Monitoring and evaluation practices involves various of design and planning, capacity building and information dissemination, budgeting, organizing, monitor and control activities that are involved in a project and the involvement of all the parties in order to attain the objectives of the project within set time (Turner, 2016). According to Adeyemi (2013) all NGOs value the idea of the project implementation due to an organized procedure of project control and it is the best procedure in which dependable project results can be arrived at during execution of a new project. M&E practices are influential tools that could enhance the ability of an organization to achieve better performance.

1.2.2.1 M&E Design and Planning

A major aspect of planning for monitoring and evaluation is to approximate the costs, staffing, and other resources that are required for monitoring and evaluation work (Ahsan

and Gunawan, 2010). It is essential for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design phase so that funds are distributed to the implementation of key monitoring and evaluation tasks. The subject of planning and pre-construction planning is central to project control process. According to Gyorkos (2011) planning is a process of decision making derived in advance of execution, meant to craft a future that is desired with ways of implementation where in planning answers questions what, how, by who, with what and when.

The purpose of planning is to assist the organization management to fulfil their primary functions of direction and control in the implementation of project components, coordinate and communicate with the many parties involved (Kelly and Magongo, 2014). The planning practice phase may identify potential problems proactively before they can greatly affect project cost and schedule during the implementation phase. Project planning helps to create a benchmark for execution.

1.2.2.2 Capacity Building and Information Dissemination

Capacity building is very crucial for any project implementation to successfully take place. Capacity building is important because it involves improving the variable skills of all stakeholders (IFRC, 2011). The implementation process is informal whereby it is done through on the job experience or formal whereby an organized training process is carried out. Capacity building on the personnel of M&E is considered as one of the practice leading to success project implementation and is measured in terms of the duration taken to train the participants and what aspects the participants are trained on. Capacity building is all about training the participants through the provision of skills leading to successful project implementation in NGOs (Mugo and Oleche, 2015)

1.2.2.3 M&E Budgeting

M&E budgeting is deemed to be necessary to successful project implementation as it involves in funding which is essential in M&E exercise (IFRC, 2011). The project or program budget should provide a clear and adequate condition for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project or program budget to give the monitoring and evaluation function the due recognition it plays in project management (Mugo and Oleche, 2015). A number of authors argue for a monitoring and evaluation budget to be about 5 to 10 percent of the total budget (Kelly, et al 2004). Provision of a budget for monitoring and evaluation ensures that the monitoring and evaluation activities take place when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function. According to Mwangi (2014) M&E budget is a significant contributor to project implementation success.

1.3 Statement of the Problem

Monitoring and evaluation practices in NGOs are crucial in identifying the organization's achievements and effectiveness of its projects, the practices account for greater transparency and accountability (World Bank, 2011). M&E is helping organizations to track, analyse and report on relevant information and data throughout the life cycle of a project. In the year 2011 a study was carried out by UNDP to assess the role of M&E practices on the performance of development projects and to find out what needs changed to enhance project performance. The scope of the study included all geographical regions, global and corporate levels of management done from five countries, Argentina, Egypt, Indonesia, Moldova and Zambia. The study reviewed the 2008-2011 strategic plan to simulate findings and data was analysed from the annual reports, statistical data and

outcome trends. The study found out that M&E practices are very crucial in project implementation in all NGOs not only in Africa but also worldwide. The study recommended for a knowledge management system, staff capacities evaluation and full participation of management for a successful projects implementations and the organization which brings the accountability for project outcomes (UNDP, 2011).

Singh, Chandurkar, & Dutt, (2017) carried out a study to determine the effect of monitoring and evaluation practices on development projects in Kenya. The study revealed that M&E tools are the major driving factor in development projects in most NGOs in Kenya. The study then recommended that NGOs management should provide full support and should fully engage themselves in the monitoring and evaluation practices as this will help them in coming up with sound and well informed decisions on project implementation (Singh, Chandurkar, & Dutt, 2017).

Without effective monitoring and evaluation, it is therefore difficult to know the progress of the project or program implemented in organizations. Poorly designed monitoring and evaluations has led to the poor management performance hence affecting the project successfulness (World Bank, 2011). This study therefore, assesses the effects on M&E practices on project implementation to bridge the gap.

1.4 Purpose of the Study

The purpose of the study was to examine the effects of monitoring and evaluation practices on project implementation in ACTED Kenya.

1.5 Objectives of the Study

- i. To determine the effects of M&E design and planning on project implementation in ACTED Kenya.

- ii. To examine the extent to which capacity building and information dissemination affects project implementation in ACTED Kenya.
- iii. To assess the effects of M&E budgeting on project implementation in ACTED Kenya.

1.6 Research Questions

- i. What were the effects of M&E design and planning on project implementation in ACTED Kenya?
- ii. How does capacity building and information dissemination affect project implementation in ACTED Kenya?
- iii. How does M&E budgeting affect project implementation in ACTED Kenya?

1.7 Significance of the Study

The study findings are expected to be significant to the scholars for it will contribute to the existing body of knowledge; they will learn more about monitoring and evaluation practices and project implementation. Further, researchers interested in this area of study will use the findings of this study and use its recommendations as a point of reference for further research. Also the practitioners in the non-governmental organizations will sensitize the NGO managers and other stakeholders in various sectors to understand those effects of M&E practices that shape NGOs businesses and ensure successful project implementation hence improve the performance of the organization. The study will also enable NGOs' top executive and management staff have access to appropriate tools for making enduring decisions and consequently enhance competitive postures and abilities of their NGOs.

1.8 Scope of the Study

This study sought to examine the effects of monitoring and evaluation practices on project implementation in ACTED Kenya organization. The study population was all employees working in ACTED Kenya targeting top management, middle management and operational staff. Other NGOs in Nairobi county and Kenya in general were inaccessible due to time and funds, the more the reason the choice of ACTED Kenya in Nairobi County was chosen. This study was conducted in year 2020, and data was gathered during this period.

1.9 Delimitation of the Study

The study was delimited to ACTED Kenya organization which is in Nairobi County. The findings should not be generalized to all the NGOS in the entire nation. ACTED Kenya was chosen because the organization is currently implementing projects to meet the needs of populations regularly affected by drought through M&E practices and works with local governments and community peace committees for the accomplishment of its project implementation.

1.10 Limitation of the Study

The major challenges that were encountered in undertaking this research work include; the cross-sectional research as a research design which had its limitation of difficulty in using its findings for generalization since only a part can be used to represent the whole. In this case, the effectiveness of ACTED Kenya was not used to generalize all the NGOS in the entire nation. To reduce this limitation however, literature works was done widely to make references to issues being discussed which were of relevance to the other areas of the country where the NGO is operating.

There was difficulty in the collection of primary data from the organization. This challenge was as the result of the seemingly reluctance of staff and management to provide information relevant to the study. This was taken care of by convincing the staff that the information submitted would be anonymous and by submitting enough evidence that this study was just for academic purpose only. Thus, the information given was treated with utmost confidentiality.

1.11 Assumptions of the Study

In this study, the following assumptions were held; all the respondent were willing to provide honest and clear information, all the respondents were available and ready to respond to the study and the NGOs in Kenya need to put effective M&E practices on project implementation to improve its performance.

1.12 Theoretical Framework

The study was guided by the two theories that are relevant in this study. The theories include: - Dynamic Capabilities Theory and Co-Evolutionary Theory.

1.12.1 Dynamic Capabilities Theory

The Theory of Dynamic capability was established by Teece, Pisano and Shuen, (1997) which states that the organization's ability to integrate, build upon and reconfigure internal and external organizational resources and functional competencies to deal with the environment which is constantly evolving. The theory further indicates that an organization's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its

core capabilities in response to the changing environment to attain and sustain competitive advantages

According to the dynamic capability theory the organization's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource base (Barreto, 2010). In M&E practices building dynamic capabilities relate especially to the environmental and technological sensing apparatus that the organization has established, the choice of organizational form and the ability to strategize.

Dynamic Capability Theory was relevant to this study because NGOs with strong strategic positions have more options and a higher probability of success in times of misunderstanding for example, in times of budget allocation. This is because the returns of the management are not only higher than the followers, they are also more stable. This theory will be of importance to this study in anchoring how the organization is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation. Further, this theory helps conceptualize how the organization deals with external issues such as regulatory and compliance in enhancing its M&E practices and ensure successful project implementation.

1.12.2 Co-evolutionary theory

Co evolutionary theory was developed by Bourgeois and Brodwin (1984) and it states that as the organization grow and develop from small to larger and multidivisional organizations, the strategy of successful implementation of projects methods also evolve simultaneously. The various strategy implementation models described by Bourgeois and Brodwin (1984) are meant to meet the changing needs of the organizations as they progress

through various stages of the organizational life cycle. This theory is more prescriptive with a limited, empirical basis and is classified in three strategies of implementation styles, which are change, collaborative, and cultural.

The theory indicates that the majority of extant taxonomy models in strategy implementation tend to be normative in nature. Alternatively, they are developed from organizational observation, and as such, become context specific and frequently lack any broader theoretical grounding. Co-evolutionary theory was relevant to this study as its comprehensively based on specific theoretical assumptions to refute the traditional approach to strategy implementation as simply an adjunct to the strategy formulation phase of the strategy process of M&E practices in NGOs.

The theory further informed this study as it indicates that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

1.13 Conceptual Framework

The study was based on the following conceptual framework. A conceptual framework is defined as a hypothesized model identifying the concepts under study and their relationships. The study was guided by the conceptual framework as shown in Figure 2.1 relating the dependent and independent variables. The independent variables include; M&E design and planning, capacity building and M&E budgeting while the dependent variable is project implementation.

Independent Variables

M&E Design and Planning

- Needs assessment
- Matrices Survey Log Frames
- Data Analysis Plan

Dependent Variable

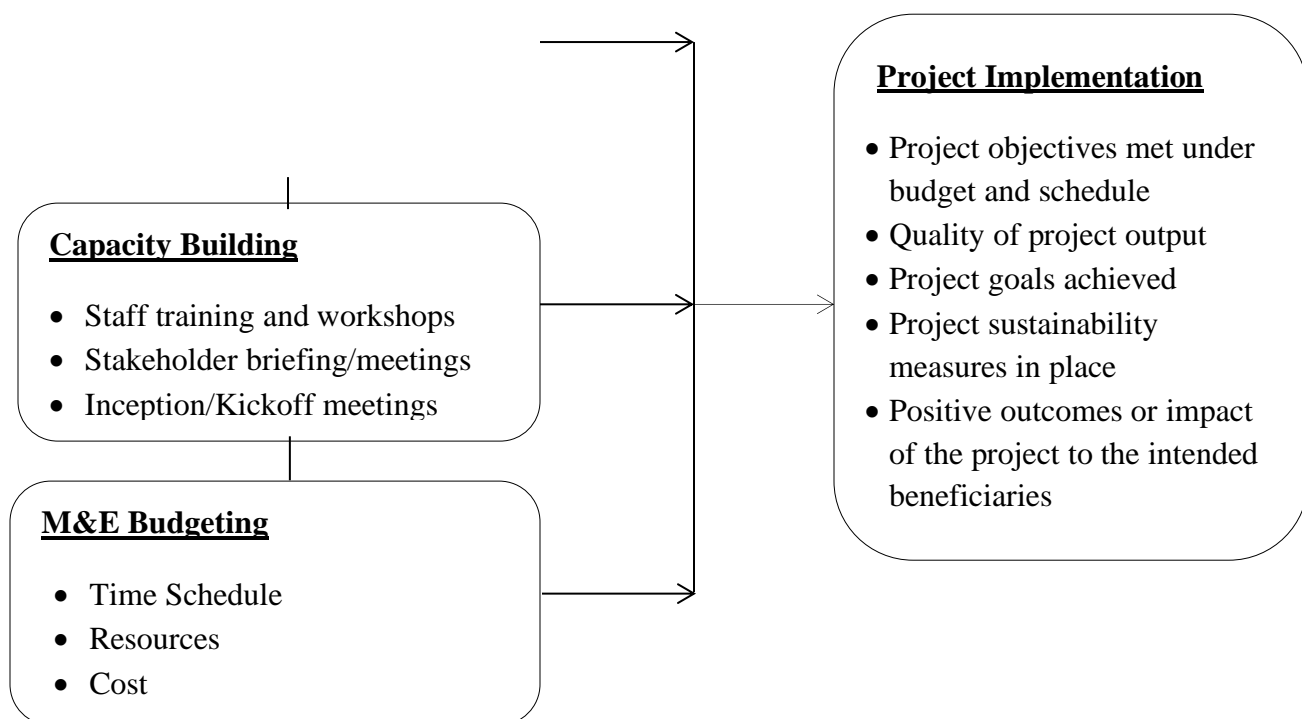


Figure 2.1: Conceptual Framework

Source: Author (2020)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the empirical review. In the empirical literature review, the findings are critiqued to establish the knowledge gaps.

2.2 Review of Literature

2.2.1 M&E Design and Planning on Successful Project Implementation

Frequent evaluation of progress is good management practice. It seeks to establish causality for the situations and trends recorded by monitoring. Clearly evaluation should respond when monitoring identifies either problems or opportunities to enhance achievements (Mackay & World Bank, 2007). Managers should use evaluation results to make adjustments to the Implementation design and implementation of their project or other interventions. Periodically this can be formalized to involve the recipient government and donor in one or more formal reviews such as a mid-term evaluation. Terminal evaluations are similarly formalized and typically conducted at the end of the intervention to provide the information for completion reports. An ex post evaluation may be conducted a further period after completion, when it is reasonable to expect the full impacts of the intervention to have taken place (Ramesh, 2012).

According to Kerzner (2013) design and planning can best be described as the function of selecting the organization objectives and establishing the policies, procedures, and programs necessary for achieving them. M&E planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. Project planning must be systematic, flexible enough to handle unique

activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs (Maylor, 2013).

Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project. NGOs should create an overall project work plan before the project implementation starts. Before the project work begins, a person must make sure that the work is properly understood and agreed to by the project sponsor and key stakeholders (Kerzner, 2013). The sponsor and stakeholders should ensure that there is a common perception of what the project design will deliver, when it will be complete, what it will cost, who will do the work, how the work will be done, and what the benefits will be. The larger the project, the more important it is that this information be mapped out formally and explicitly. All projects should start with this type of upfront planning to prevent problems caused by differing viewpoints on the basic terms of the project.

The usual midterm planning horizon for development projects in terms of promoting sustainable benefits, leads to institutional transformation and enhance the organization to meet its goals and objectives (Maylor, 2013). Open-ended requirements are not appropriate; however, phasing project activities over a longer period is a project strategy to support sustainable benefits. According to Kalali, Ali and Davod, (2011) phasing approach requires clear goals and objectives, from the beginning and well-articulated decision points at each project end phase. Where there is ambiguity about local policy, capability or guarantee then an initial pilot phase leading on to a number of subsequent phases, should move the business case than the exception.

A study done by Musomba, (2012) on monitoring and evaluation and project performance and implementation in Malaysia College of Computer Sciences and Information, Aljouf University showed that project planning, implementation and controlling processes are the tools that advance its capability of planning, implementing, and controlling its project activities in the organization. The study was to identify those project performance enhancements through planning, implementation and monitoring processes. Variable models used to identify how each stage is helpful in the process of managing project performance. To achieve this objective, information relating to different projects and models related to project planning, execution, control, and proposal of project performance explored; the findings showed project-planning processes contribute to the project performance (Musomba, 2012).

On the other hand, Ika (2010) on his research of level of project planning efforts on the successful projects implementation established that project success was insensitive to the level of project planning efforts but on the other hand ascertained that a significant correlation does exist between the use of monitoring and evaluation tools and project profile a success criterion which was an early pointer of project long-term impact. Further Ika (2010) conquered with the one of Chin, (2012) indicating that M&E is even more critical than planning in achievement of project success. Similarly, one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress.

2.2.2 Capacity Building and Information Dissemination on Successful Project

Capacity building has become a popular term in international development of NGOs since 1990, and many development projects are successful in organizations (Morgan,

2006). Yet there is no broadly accepted definition of capacity or capacity development. Brown, LaFond & Macintyre (2011) indicate that most development organizations are involved in capacity building for achieving development goals and contributing to sustainability, which is seen as a long lasting result of capacity building.

The M&E practices in organizations enhance or accelerate the internal process of capacity building especially in terms of specific skills through planned interventions, such as technical assistance, training courses and other actions. UNDP (2008) separates between capacity and project successfulness. Lack of capacity building as M&E practice leads to under-performance of project implementation because it is a necessary condition for project success in organizations. However, capacity is not a sufficient condition, and developing capacity does not necessarily lead to improved performance of projects in NGOs. Individuals and even organizations may decide not to utilize their capacities for different reasons (UNDP, 2008).

The increase of social and economic resilience of local organizations is one of the outcomes of building capacity where they meet their core competencies. Social capacities that can be enforced to increase social and economic resilience include group visioning and enterprise planning; undertaking collective management activities, crafting an equitable benefits distribution plan; resolving internal which leads to successfulness of project implementation (Simister and Smith, 2010).

Capacity building is a social process of interdependent relationships to build an organization's future to pursue its mission, attain its vision and goals and sustain its existence. In NGOs capacity building is about pushing boundaries, developing and strengthening an organization and its people so it's better able to serve not only its target

population but to consider the impact of all stakeholders (Simister and Smith, 2010). Capacity building becomes a mainstream in organizations and has begun actively recruiting employees with skills and experience in the area of capacity building. Having established that individuals with strong leadership capability are the fundamental element of an organization that succeeds in its long range goals to affect the world, the strategies used by these individuals to further the goals of NGOs are no less significant (UNESCO, 2010).

Capacity can be enforced with development projects through capacity building in order to have a more robust structure and to be adaptive to changes. Capacity building is therefore understood not only as human resource development but also as organizational and institutional development (UNESCO, 2010). Support organizations can help local organizations in different areas, including: building technical, financial, business, and political skills, building social and institutional capital, upward influence and government capacity-building, facilitating finance, increasing equity and transparency and building linkages and networks (WRI, 2008).

According to the study conducted by Wachamba (2013) on the factors determining the effectiveness of M&E practices of NGOs in Nairobi, Kenya, showed that capacity building influenced the effectiveness of monitoring and evaluation process in project implementation. The study sampled a population of 8,503 respondents from 200 Nairobi based NGOs that have successfully implemented projects. The study used stratified random sampling method and data was analysed by correlation coefficient and multi-regression analysis. The study findings revealed that capacity building through training is the M&E practices that were found to be major contributors in improving successful project implementation (Wachamba, 2013).

Also Mugambi and Kanda (2013) did a study on the main determinants of M&E practices and project implementation success and established that capacity building and donor funding are the main practices that enhances successful project implementation. The study used extensive desk research of refereed journals and relevant papers on M&E to get details on the determinants of M&E practices. The study revealed that if the M&E teams are empowered through the allocation of adequate finances, project implementation will be successful. The study recommends that resource allocation should be undertaken within organizations towards their monitoring and evaluation system in a controlled manner to ensure that this does not pose a challenge to the implementation of their project. On the other hand, this study had a weakness whereby it relied on the secondary data and there was no validation to the field. Mugambi and Kanda study failed to explain the methodology in terms of the number of materials used for data analysis.

2.2.3 M&E Budgeting and Successful Project Implementation

Globally budgeting in an organization can serve many different functions apart from the purpose of planning and controlling activities. M&E budgeting can be used for measuring performance and try to predict the uncertain future in advance (Noland, 2010). Allocation of resources for monitoring and evaluation in organizations is an accountability issue. Implementation of an effective M&E requires a participatory approach in budgetary planning, allocation and review (Khake & Worku, 2013). Monitoring and evaluation budgeting is a complete and coordinated plan which is compiled by the management of an organization, and expressed in financial terms for the operations and resources of an organization for some specific period (Isaac, Lawal and Okoli, 2015)

In developed countries M&E budgeting is simply a tool that can help management plan and control resources. A budget is defined as a comprehensive document that outlines what economic and non-economic activities a government wants to undertake with special focus on policies, objectives and strategies for accomplishments that are substantiated with revenue and expenditure projections (Raghunanda, Ramgulam and Mohammed, 2012).

In project implementation, a budget is one of the most useful management tools that can realize huge rewards if understood and implemented properly (Suberu (2010). M&E budgeting is one of the modern management tools that aids in the allocation of available resources to satisfy private and public needs. There are important operational reasons to budget in NGOs, including planning, control and evaluation (Abogun, 2012). The major roles of budgeting in the successfulness of project implementation include planning, control, coordination, evaluating and directing performance improvement, communication and decision making.

A study done by Olurankinse (2012) indicated that the budget is an effective and indispensable tool used by managers and subordinates to measure their performance against their expectations. Consequently, all organizations, be they private or public institutions operate on budgets as tools to measure their actual performance. According to Daft (2008) budgetary control is one of the most commonly used management control tools for the purpose of reaching / fulfilling the set targets for the organization's expenditure, these are compared to the actual performance.

In a study conducted by Mushori (2015) to establish the effectiveness of M&E practices of county government projects in Nairobi County showed that M&E practices are usually budgeted for but there is no specific allocation for its activities. The study used primary

data using questionnaires issued to the county government officials in Nairobi County and stratified sampling was used to get the sample size of 150 county officials. The study concluded that M&E budget in the strategic plan is crucial and some projects had stalled or performed poorly due to underfunding (Mushori, 2015). The study's recommendation was that budget should be all-inclusive taking into account all cost and expenses likely to be incurred. Financial availability should be a key to implementing and operating a strong and effective monitoring and evaluation system.

2.3 Summary and Research Gap

Concerning the unavailability of literature in monitoring and evaluation practices in regard to the discussed practices (design and planning, capacity building, and budgeting) means that there is a high likelihood of influence by these practices on the project implementation. Evidence from literature point out that in Africa more especially in NGOs M&E practices achievements on the ground are rare (UNICEF, 2009). Most studies done in Kenya focus on specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempted to fill the gap. The three independent variables had high propensity effects of monitoring and evaluation practices in ACTED Kenya.

2.5 Knowledge Gap

Researchers on related literature present that the practices of M&E had shown low progress in developing countries including Kenya where it has been applied around the world. However, the literature show that its practice has been slow and in some cases absent in both non-governmental organizations and governmental organizations. From the literature undertaken, the study showed that there were many studies conducted by different

researchers. The study examines monitoring and evaluation practices and projects implementation in ACTED Kenya representing most or all NGOs in Kenya. Related studies in Kenya and others countries globally and have been analysed and reveal that there exists a knowledge gap in monitoring and evaluation practices and project implementation. In conclusion, from the literature review done and a review of empirical studies that have been done, it shows that a lot of effort has been put in place to have an effective M&E practices. For example, Musomba, (2012) in his study showed that project planning, implementation and controlling processes are the tools that advance its capability of planning, implementing, and controlling its project activities in the organization. Additionally, Wachamba (2013) on the factors determining the effectiveness of M&E practices of NGOs in Nairobi, Kenya, revealed that capacity building influenced the effectiveness of monitoring and evaluation process in project implementation. Also Mushori (2015) established that M&E practices are usually budgeted for but there is no specific allocation for its activities.

The empirical studies are indicative that there is need for monitoring and evaluation as a non-governmental organization tool for project implementation. However, little has been done on area of examining of M&E practices and project implementation in the NGOs in the developing countries, as far as tools and methods used. M&E design and planning influence on project implementation is minimal, capacity building on monitoring and evaluation and M&E budgeting on project implementation has not fully taken course on projects. Concern about absence of effective approaches in assessing M&E practices has been raised (World Bank, 2011). Proposals made in Projects have gone through the blows, with no lasting solution given. Factors such as capacity building and budgeting have been

replaced with ready availability of funding, with assumption that the participants' views may not have any effect to the project implementation. Therefore, this study seeks to fill the gaps by studying the effects of M&E practices on project implementation in Acted Kenya organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gave a description of the methods that was used to determine the effects of monitoring and evaluation practices on project implementation in ACTED Kenya. The chapter contained the target population that was used to do the study as well as method of data collection. The data analysis was also discussed in this chapter of methodology.

3.2 Research Design

Research design is a plan outlining how information is to be gathered for an assessment or evaluation that includes identifying the data gathering method(s), the instruments to be used/created, how the instruments is administered, and how the information is organized and analysed (Cooper and Schindler, 2013). The study employed descriptive research design for it portrays an accurate profile of situations. This was designed to describe the characteristics of a particular phenomenon in a situation. It was used to obtain information concerning the current status of the NGO, to survey what exists with respect to the conditions in a situation. The design helped the researcher obtain information concerning the current status of the relationship between M&E practices and project implementation in ACTED Kenya in Nairobi County.

3.3 Research Site

The study was conducted in ACTED which is located in Nairobi County. This NGO was chosen because of its location that is deal for the study.

3.4 Target Population

A population study is the total number of people that the study intends to get information from. In this particular study, the researcher targeted the management staff of ACTED Kenya organization. According to ACTED Kenya Report (2019) the NGO had 125 staff in the top management, Senior level and lower level staff.

Table 3.1: Target Population

Category	Target Population	Percentage (%)
Top management	8	6
Senior Level Staff	22	18
Lower level staff	95	76
Total	125	100

Source: ACTED Kenya Report (2019)

3.5 Study Sample

3.5.1 Study Sample Size

Sample size is a finite part of a statistical population whose properties are studied to gain information about the whole. The sample size is an important feature of any research study in which the goal is to make inferences about a population from a sample. Making inferences about the population requires that the sample must be void of errors. It is argued that the larger the samples size in relation to the population, the smaller the error. On the other hand, for small population it is feasible, practical and sometimes desirable to examine every unit of the population.

The study adopted census sampling technique to identify the respondents. Census sampling technique targets a particular group of people of less than 200 population size, study of

organization, community, or some other clearly defined and relatively limited group (Patton, 1990). Therefore, all the 125 staff comprised the sample size of the study.

Table 3.2: Sample Size

Category	Target Population	Sample Size	Percentage (%)
Top level management	8	8	6
Senior Level Staff	22	22	18
Lower level staff	95	95	76
Total	125	125	100

Source: ACTED Kenya Report (2019)

3.5.2 Sampling Procedures

Sampling is an integral part of any research process. A sample is a percentage of the total targeted population that is used to represent the whole and information is taken as the same for the larger population (Suresh and Chandrashekara, 2012).

3.6 Data Collection

3.6.1 Data Collection Instruments

For the purpose of this research, data was collected using structured questionnaires. A questionnaire is a set of questions that are carefully designed and given in exactly the same form to a group of people in order to gather data about some topic which is of interest to the researcher (McLean, 2006). Questionnaires were appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Mellenbergh, 2008). Mugenda & Mugenda (2013) refers to structured questionnaires as questions which are accompanied by a list of all possible alternatives from which the respondents select the answer that best describe their situation. Orodho and Kombo (2012)

state that, such questions are easier to analyse because they are in the immediate usable form.

The research adopted the use of Likert scales so as to order the questions in such a way that they indicate the presence or absence of the characteristic being measured, (Mugenda & Mugenda, 2013). The researcher hand delivered the questionnaires to the respondents in person. The questionnaire was designed to have 2 sections. The first section was designed to analyse the general information about the respondent so as to help determine the respondent's capacity in answering the questions in regards to the three objectives of the study. The second section sought to establish respondents' opinions in respect to the three objectives of the study as M&E Practices and project implementation.

3.6.2 Pilot Test of Research Instruments

The piloting was then organized in order to affirm the instruments validity and reliability in generating the expected data. This was important in order to ensure that they yield reliable and valid data on the basis of which the results, conclusions and recommendations are drawn. The instruments were piloted on a population that is similar to the target population of Social-life and Agricultural Development Organization (SADO) in Westlands Nairobi which was not included in the main study. According to Orodho (2008) participants in the pilot study should be drawn from similar population from which the main participants 'are selected. To establish validity of the instruments using the pilot study, there were 12 respondents for the pre-test that is a 10% of the total target population. The purpose of having the pilot study was to refine the study 's instruments, that is, by participants giving feedback on the clarity of the questions, content, language, relevance of the items to the intended group, redundancy of the questions, difficulty of the questions,

time taken to answer the questions as well as the layout and length of the questions validity can be enhanced. Moreover, it tested whether there was ambiguity in any item and if the instrument can elicit the type of data anticipated and also being appropriately addressed. The pilot study confirmed the validity of the instruments. The researcher discussed the responses with the participants and any item found to be vague was rectified and any grammatical error corrected. The researcher verified all the items to ensure that they were valid and reliable.

3.6.3 Instrument Reliability

Reliability of an instrument concerns the degree to which a particular instrument can consistently yield a similar result over a number of repeated trials (Orodho, 2012).

3.6.4 Instrument Validity

According to Robinson (2007) content validity is established by an expert. As a result, the researcher consulted research experts to review the contents of the instruments. The comments, concerns and suggestions raised by the experts was adequately incorporated in the final instruments that were administered to the respondents.

3.6.5 Data Collection Procedure

Data collection procedures refer to the process of gathering data after the researcher has identified the types of information required for the research. Prior to undertaking the study, the researcher requested permit from the African Nazarene University giving authority for data collection process.

3.7 Data Analysis

The data collected from the questionnaires was edited for completeness; it was then analysed using descriptive statistics in form of frequencies and percentages. Descriptive

statistics were important since they provided the foundation upon which correlational and experimental studies emerge; they also provide clues regarding the issues that should be focused on leading to further studies (Mugenda & Mugenda, 2013). According to Cooper and Schindler (2011) the reason for data analysis is to synthesize gathered data to manageable size, applying statistical methods, establishing summaries and seeking trends and tendencies. The data was analysed using Statistical Package for Social Sciences (SPSS). The analysis entailed computation of descriptive statistics (frequencies and percentages). The information was then presented in form of tables, charts and graphs so as to facilitate a clear interpretation of results and assist in drawing conclusion. Thereafter, discussions were immediately followed explaining on the same.

3.8 Legal and Ethical Considerations

To carry out the study, permission was sought from ACTED's management using the letter of admission from Africa Nazarene university and enough proof that the research was a requirement for award of post graduate diploma in monitoring and evaluation in the business school of Africa Nazarene university and **was** being done only for academic reasons. The participants in the research were informed of what the study was all about so as to make their own judgment on whether to participate or not. In this case, the study was introduced to the respondents and they were informed about the purpose of the study and why their participation is important. In order to protect the privacy of the participants, confidentiality was guaranteed by assuring the participants that the information provided was only used for academic purpose and that it was not released to anybody else. Over and above that, the researcher acknowledged every source of information for purposes of honesty and transparency.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the findings of the research on the effects of monitoring and evaluation practices on project implementation in ACTED Kenya. The data was analysed through descriptive statistics. The chapter begins by giving the response rate of the respondents, followed by their profiles and then the findings on the M&E practices and project implementation. Descriptive statistics are then presented according to the objectives of the study followed by the summary of the findings. The results are presented using tables, charts and graphs with the intention of developing a pattern.

4.2 Response Rate

Questionnaire return or completion rate is the proportion of the sample that participated as intended in all the research procedures. This study targeted 125 respondents, out of whom 88 respondents filled and returned their questionnaire giving a response rate of 70%. The statistical authors have recommended a response rate of at least 50% to be adequate. The response rate was therefore deemed adequate for the study.

Table 4.1: Response Rate

Questionnaires	Frequency	Percentage
Responded	88	70
Did not respond	37	30
Total	125	100

Source: Researchers (2020)

This Table 4.1 represents the number of questionnaires distributed and the number which was filled and returned then it's represented in terms of percentage.

4.2.1 Background Information

This section deals with the demographic information of the respondents which include; gender, age, level of education, number of years worked in the organization and the current job positions of the respondents. It is presented in terms of percentages.

4.2.2 Respondents' Gender

The study sought to establish the gender of the respondents. The findings are shown in Figure 4.1 below.

Table 4 2: Gender

	Frequency	Percentage
Male	51	58
Female	37	42
Total	88	100

Source: Researchers (2020)

The distribution of the respondents by gender is shown in Figure 4.1. The findings show that majority 58% of respondents were male while 42% were female.

4.2.3 Respondents' Age Bracket

The respondents were asked to indicate their age and the findings are as below

Table 4.3: Age Bracket

	Frequency	Percentage
Below 25 years	25	28
25-30 years	36	41
31-40 years	14	16
41-50 years	13	15
Total	88	100

Source: Researchers (2020)

The age of the respondents was grouped into categories as presented in Table 4.2 and the respondents were required to tick appropriately. From the analysis, 41% of the respondents were drawn from 25 - 30 years, 28% were drawn from below 25 years, 16% and 15% were 31 – 40 years and 41 -50 years respectively. This implies that even though most of the respondents were above 25 years old, the responses emanated from a varied age group thereby providing diverse information for the study.

4.2.4 Respondents' Level of Education

The respondents were required to indicate their highest level of education and the findings are as shown in Table 4.4 below.

Table 4.4: Level of Education

	Frequency	Percentage
Secondary	3	3
Tertiary/College	28	32
Undergraduate	46	52
Post Graduate	11	13
Total	88	100

Source: Researchers (2020)

4.2.5 Number of years worked in ACTED Kenya present in tables.. no graphs in academic writing

The respondents were requested to indicate the number of years they have worked in the organization and the findings are as shown in Table 4.5 below

Table 4.5: Number of Years Worked

	Frequency	Percentage
Less than 2 years	12	13
2 - 4 years	21	25
4 - 6 years	27	31
More than 6 years	28	31
Total	88	100

Source: Researchers (2020)

The results of the analysis reveal that, 31% of the respondents had worked for more than 6years and 4-6 years each. 25% had worked for two years to four years and only 13% had worked for less than two years. This implies that the targeted designators were reached since majority of the respondents had worked for more than 4 years.

4.2.6 Current position in the organization

The study sought to establish the respondent's position in ACTED Kenya.

Table 4.6: Current position in the organization

	Frequency	Percentage
Monitoring & Evaluation Officer	22	25
Program manager	28	32
Project Officer	10	11
Field Officer	12	14
Clerical Officer	16	18
Total	88	100

Source: Researchers (2020)

Table 4.6 demonstrates respondents' current position in ACTED Kenya organization. The results of the analysis reveal that, 28% and 22% of the respondents were program managers and monitoring and evaluation officers. 16% were clerical officers, 12% and 10% were field officers and project officers respectively.

4.3 Presentation of Research Analysis and Findings

4.3.1 M&E Planning and Project Implementation in ACTED Kenya

Firstly, the study sought to determine the effects of M&E design and planning on project implementation in ACTED Kenya.

Respondents were asked if their organization always implement planning strategies on time and the response was as below.

Table 4 7: Organization always implements planning strategies on time

	Frequency	Percentage
Yes	68	77
No	20	23
Total	88	100

Source: Researchers (2020)

Table 4.7 shows that 77% of the respondents agreed that ACTED Kenya organization always implements planning strategies on time while 23% disagreed with it.

Consequently, the respondents were asked the extent to which the project work plan affects project implementation in their organization and the response was as below Table.

Table 4.8: Project Work plan affect Project Implementation

	Frequency	Percentage
Very highly	11	15
High	39	44
Moderate	16	18
Low	11	13
Very low	11	10
Total	88	100

Source: Researchers (2020)

The findings revealed that, most 44% of the respondents rated the effect as high, 18% rated it moderate, 15% rated it very high, 13% and 10% rated it as low and very low respectively.

From the analysis the findings show that the effect of project work plan on project implementation in ACTED Kenya is high.

Additionally, the respondents were required to give their opinion on whether M&E planning practice in their organization is accurate in implementing projects.

Table 4.9: M&E planning practice in the organization is accurate

	Frequency	Percentage
Yes	68	77
No	20	23
Total	88	100

Source: Researchers (2020)

On whether M&E planning practice in ACTED Kenya organization is accurate in implementing projects, majority 78% of the respondents indicated yes while 22% indicated no.

The respondents were then asked to indicate the extent to which the following M&E design and planning practices affects project implementation at ACTED Kenya. A scale of 1-5 was provided where 5=very large extent 4=large extent 3=fair 2=slightly 1=not at all. According to Kothari (2008) a positive median should be over medium 3 on the Likert scale. From the responses, mean and standard deviation were used for ease of interpretation and generalization of findings. In this study a median of 3 and above was treated as a positive result while a lower score was treated as a negative result.

Table 4.10: The effects of M&E Planning on Project Implementation

Statements	VL	L	F	S	NA	Mean	SD
Design and planning in this organization has made the organization meet its objectives	6(7)	11(13)	9(10)	38(43)	24 (27)	3.71	1.193
M&E planning has made this organization establish the policies and procedures hence ensure successful project implementation	10(11)	18(21)	20(23)	18(21)	22(25)	3.27	1.345
Project planning in this organization is flexible enough to handle unique activities	14(16)	22(25)	19(22)	22(25)	11(12)	3.37	4.559
Project work plan in this organization include targets against key indicators	9(10)	19(22)	13(15)	31(35)	16(18)	3.29	1.279
M&E design speaks accurately to the M&E plan and operations	21(22)	26(30)	8(9)	19(22)	14(16)	2.76	1.438
Composite mean and standard deviation						3.28	1.962

Source: researcher (2020)

As shown in Table 4.10 above five statements were developed to measure the effects of M&E planning on project implementation the mean values varied from 2.761 to 3.715 which shows that the respondents agreed that M&E design and planning affects project implementation in Acted Kenya. In particular, design and planning in this organization has made the organization meet its objectives out of 88 respondents 6(7%) agreed to a very large extent 11(13%) agreed to a large extent, 9(10%) fairly agreed, 38(43%) slightly agreed and 24 (27%) did not agree at all. This statement generated a mean of 3.71 and standard deviation 1.193.

The second statement which was M&E planning has made this organization establish the policies and procedures hence ensure successful project implementation out of 88 10(11%) agreed to a very large extent, 18(21%) agreed to a large extent, 20(23%), 18(21%) fairly agreed, 22(25%) indicated not at all. The statements had a mean of 3.27 and standard deviation 1.345.

The third statement was project planning in this organization is flexible enough to handle unique activities of which 14(16%) stated very large extent, 22(25%) stated large extent, 19(22%) stated fair, 22(25%) stated slightly and 11(12%) stated not at all. The statement generated a mean of 3.37 and standard deviation 4.559.

Fourth statement was project work plan in this organization include targets against key indicators on which the respondents agreed with the statement, the response was as follows; 9(10%) very large extent, 19(22%) large extent, 13(15%) fair, 31(35%) slightly and 16(18%) not at all. the statement had a mean score of 3.29 and standard deviation 1.279 which shows the respondents fairly agreed that project work plan in Acted organization include targets against key indicators. And the last statement measured was M&E design

speaks accurately to the M&E plan and operations and 21(22%) indicated very large extent, 26(30%) indicated large extent, 8(9%) indicated fair, 19(22%) indicated slightly and 14(16%) indicated not at all. The statement had a mean of 2.76 and standard deviation of 1.438 which shows that the respondents fairly agreed to the statement.

From the analysis the study concludes that M&E design and planning affects project implementation in ACTED Kenya. The study implies that monitoring and evaluation planning in ACTED Kenya has made the organization meet its objectives, establish the policies well has made project planning to be flexible enough to handle unique activities where it speaks accurately to the M&E plan and operations.

4.3.2 Capacity Building and project implementation in ACTED Kenya

Secondly, the study examined the extent to which capacity building and information dissemination affects project implementation in ACTED Kenya.

The respondents were required to give their opinion on whether the organization employees are conversant with their core duties. The findings are illustrated in Figure 4.4.

Table 4.11: Employees are conversant with their core duties

	Frequency	Percentage
Yes	65	73.9
No	23	26.1
Total	88	100.0

Source: researcher (2020)

As shown in Table 4.11 above, majority 74% of the respondents agreed that the organization's employees are conversant with their core duties whereas only 26%

disagreed with it. This implies that employees in ACTED Kenya are conversant with their core duties hence has a positive impact on project implementation.

Moreover, the respondents were requested to rate the influence of capacity building and information dissemination on project implementation in ACTED Kenya

Table 4.12: The influence of capacity building on project implementation

	Frequency	Percentage
Very effective	21	24
Effective	28	32
Ineffective	9	10
Very ineffective	21	24
Don't know	9	10
Total	88	100

Source: researcher (2020)

According to Table 4.12 majority 32% of the respondents rated capacity building on project implementation as effective, 24% rated it as very effective and very ineffective each, 10% rated it as ineffective and other do not know. The study implies that capacity building is effective in the project implementation at the ACTED Kenya.

Again the respondents were asked to indicate the extent to which capacity building affects project implementation at ACTED Kenya organization. A scale of 1-5 was provided as follows: 5=Strongly agree 4=agree 3=neutral 2=Disagree 1=Strongly disagree. From the responses, mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are clearly illustrated in the Table 4.13 below.

Table 4.13: Extent to which capacity building affects project implementation

Statements	SD	D	N	A	SA	Mean	SD
The contents of the trainings in regard to the effectiveness of successful implementation of projects in this organization	10(11)	16(18)	10(11)	28(32)	24(27)	3.45	1.363
Capacity building in NGOs has brought international development	9(10)	17(19)	10(11)	31(35)	21(24)	3.43	1.320
Capacity building in this organization has led to the staff acquire specific skills	14(16)	21(24)	26(30)	14(16)	12(14)	3.35	4.663
In this organization capacity building is a social process that build an organization's future	8(9)	26(30)	8(9)	22(25)	24(27)	3.31	1.385
Capacity has enforced development of NGOs projects in Kenya	8(9)	16(18)	14(16)	28(32)	22(24)	3.89	4.510
Composite mean and standard deviation						3.48	2.648

Source: researcher (2020)

According to the extent to which capacity building affects project implementation in ACTED Kenya the mean values varied from 3.318 to 3.897 which shows that capacity building affects project implementation as depicted by high scores of most statements. Specifically, the first statement measured which was; the contents of the trainings in regard to the effectiveness of successful implementation of projects in this organization, 10(11%) strongly disagreed, 16(18%) of the respondents disagreed, 10(11%) neutrally agreed, 28(32%) agreed and 24(27%) strongly agreed. The statement had a mean score of 3.45 and standard deviation 1.363. The second statement measure was capacity building in NGOs

has brought international development the response was as follows; 9(10%) indicated strongly disagree, 17(19%) indicated disagree, 10(11%) indicated neutral, 31(35%) indicated agree and 21(24%) indicated strongly agree. This statement generated a mean of 3.43 and standard deviation 1.320.

The third statement developed was capacity building in this organization has led to the staff acquire specific skills where 14(16%) of the respondents strongly agreed, 21(24%) disagreed, 26(30%) neutrally agreed, 14(16%) agreed and 12(14%) strongly disagreed with the statement. The statement had a mean of 3.35 and standard deviation 4.663 which reveals that capacity building in many organizations has led to the staff to acquire specific skills in NGOs. Fourth the statement developed was, in this organization capacity building is a social process that build an organization's future where 8(9%) of the respondents indicated strongly disagree and neutral each, 26(30%) indicated disagree, 22(25%) indicated agree and 24(27%) indicated strongly agree. The statement generated a mean score of 3.31 and standard deviation 1.385 which implies that capacity building is a social process that builds an organization's future.

And lastly the statement developed was capacity has enforced development of NGOs projects in Kenya where 8(9%) of the respondents stated strongly disagree, 16(18%) stated disagree, 14(16%) indicated neutral, 28(32%) indicated agree and 22(24%) indicated strongly agree. The developed statement generated a mean of 3.89 and standard deviation 4.510 which concludes that capacity has enforced development of NGOs projects in Kenya. The findings show that capacity building is also a great determinant in project implementation in ACTED Kenya because the study indicates that capacity building is a social process that builds the organization's future objectives and has enforced

development of NGOs projects in Kenya. The study also revealed that capacity building has led the staff to acquire specific skills, has brought international development where the content of the trainings are relevant in regard to the effectiveness of successful implementation of projects in ACTED Kenya.

4.3.3 M&E Budgeting and Project Implementation in ACTED Kenya

Finally, the study sought to assess the effects of M&E budgeting on project implementation in ACTED Kenya.

The study first set out to establish whether the organization has a good budget for monitoring and evaluation activities.

Table 4.14: The organization has a good budget for M&E activities

	Frequency	Percentage
Yes	72	82
No	16	18
Total	88	100

Source: researcher (2020)

According to Table 4.14, majority 82% of the respondents indicated that ACTED Kenya has a good budget for M&E activities while only 18% disagreed. This shows that the organization has a good budget for M&E activities.

Table 4.15: Extent M&E budgeting affect project implementation

	Frequency	Percentage
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Very large extent	21	24
Large extent	50	57
Low extent	8	9
Very low Extent	9	10
Total	88	100

Source: researcher (2020)

Additionally, the respondents were asked to show how they rate the extent to which M&E budgeting affect project implementation in ACTED Kenya. The findings as presented in Table 4.15 revealed that, majority 57% of the respondents rated it as to large extent, 24% rated it as to very large extent, 10% and 9% rated it as very low extent and low extent respectively. This shows that M&E budgeting affects project implementation to a large extent.

Finally, the respondents' opinion on the effects of M&E budgeting on project implementation is as illustrated on Table 4.16.

Table 4.16: The effect of M&E Budgeting on project Implementation

Statements	SD	D	N	A	SA	Mean	SD
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The organization provides sufficient funds for M&E	8(9)	21(24)	25(29)	22(25)	12(14)	3.10	1.184
There is a separate budget allocation for M&E practices in this organization	10(11)	14(16)	18(22)	30(34)	16(18)	3.31	1.264
There is independency in the budgetary decisions for the M&E unit	18(21)	20(23)	16(18)	22(25)	12(14)	2.88	1.359
The organization ensures there is timely provision of funds for M&E budget	3(4)	8(9)	23(26)	26(30)	24(27)	3.77	1.100
Funds allocated are used for M&E activities only in this organization	14(16)	32(36)	8(9)	17(19)	17(19)	2.89	1.406
M&E budget performance, schedule performance and quality performance has led to project success in our organization	2(3)	16(18)	26(30)	27(31)	17(19)	3.46	1.071
Composite mean and standard deviation						3.23	1.230

Source: researcher (2020)

Six statements were developed to measure the the effect of M&E budgeting on project Implementation where the mean values for the findings as presented in Table 4.12, varied from 2.886 to 3.772 which shows that the respondents agreed with the statements that M&E budgeting affects project implementation in ACTED Kenya organization. Specifically; the first statement on the organization provides sufficient funds for M&E, out of 88 respondents sampled in the study 8(9%) strongly disagreed, 21(24%) disagreed, 25(29%) neutrally agreed, 22(25%) agreed and 12(14%) strongly agreed. The statement measured

had a mean of 3.10 and standard deviation 1.184 which implies that the organization is providing sufficient funds for M&E practices.

The second statement measured was there is a separate budget allocation for M&E practices in this organization of which out of 88 respondents sampled 10(11%) indicated strongly disagree, 14(16%) indicated disagree, 18(22%) indicated neutral, 30(34%) indicated agree and 16(18%) indicated strongly agree. The statement measured had a mean of 3.31 and standard deviation 1.264. The findings show that the organization has a separate budget allocation for M&E practices. The third statement developed was there is independency in the budgetary decisions for the M&E unit, 18(21%) of the respondents strongly disagreed, 20(23%) agreed, 16(18%) neutrally agreed, 22(25%) agreed and 12(14%) strongly agreed. The statement generated a mean of 2.88 and standard deviation 1.359 which reveals that NGOs have a separate budget allocation for M&E practices.

The fourth statement developed was the organization ensures there is timely provision of funds for M&E budget and out of 88 respondents 3(4%) indicated strongly agree, 8(9%) indicated disagree, 23(26%) indicated neutral, 26(30%) indicated agree and finally 24(27%) indicated strongly agree the statement had a mean of 3.77 and standard deviation 1.100. The fifth statement was funds allocated are used for M&E activities only in this organization and the response was as follows; 14(16%) stated strongly disagree, 32(36%) stated disagree, 8(9%) stated neutral and 17(19%) indicated agree and disagree each. The statement generated a mean of 2.89 and standard deviation 1.406. The study implies in this statement that funds allocated are used for M&E activities only in most NGOs in Kenya.

Lastly the statement developed concerning M&E budgeting practice on project implementation was M&E budget performance, schedule performance and quality performance has led to project success in our organization and out of 88 respondents sampled 2(3%) indicated strongly disagree, 16(18%) indicated disagree, 26(30%) indicated neutral, 27(31%) indicated agree and 17(19%) indicated strongly agree. This statement generated a mean of 3.46 and standard deviation 1.071 which reveals that budget performance, schedule performance and quality performance has led to project success in most NGOs in Kenya. The findings show that M&E budgeting in ACTED Kenya has a great impact in project implementation. M&E budgeting can be used for measuring performance and try to predict the uncertain future in advance. The study also reveals that monitoring and evaluation budgeting ensures there is timely provision of funds with quality performance that has led to project success in organizations.

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION

AND RECOMMENDATIONS be brief on this chapter no figures or statistics; discuss your findings based on your thematic areas (objectives) as guided. Delete all unfounded statistics! Discuss your findings by validating every theme (objectives) with a scholar in chapt two... the reason why in-depth analysis of chap 2 is very important. Ground or anchor your findings too or on your theories; you can indicate how they support your study in a nut shell.

5.1 Introduction

This chapter presents the study discussion, conclusion and recommendation. The summary of the entire study is presented first. This is followed by discussion on each of the independent variable. The study conclusions and recommendations are presented in the same order.

5.2 Summary of findings

The purpose of the study was to establish the effects of monitoring and evaluation practices on project implementation in ACTED Kenya. The study was guided by the following research questions; what are the effects of M&E design and planning on project implementation in ACTED Kenya? To what extent does capacity building and information dissemination affects project implementation in ACTED Kenya? And how does M&E budgeting affects project implementation in ACTED Kenya. The study adopted a

descriptive design approach. This study sampled 88 respondents. A structured closed ended questionnaire was used to collect primary data.

5.2.1 The Effects of M&E Design and Planning on Project Implementation

Respondents were asked if their organization always implements planning strategies on time, 77% of the respondents agreed that ACTED Kenya organization always implements planning strategies on time while 23% disagreed. On the extent to which the project work plan affects project implementation in their organization, most 44% of the respondents rated the effect as high, 18% rated it moderate, 15% rated it very high, 13% and 10% rated it as low and very low respectively. The respondents were required to give their opinion on whether M&E planning practice in their organization is accurate in implementing projects, majority 78% of the respondents indicated yes while 22% indicated no. Further the respondents agreed that M&E design and planning affects project implementation in Acted Kenya. Design and planning in this organization has made the organization meet its objectives generated a highest mean score of 3.715 and standard deviation 1.193. Project planning in this organization is flexible enough to handle unique activities had a mean of 3.375 and standard deviation 4.559. Project work plan in this organization include targets against key indicators had a mean score of 3.295 and standard deviation 1.279. M&E planning has made this organization establish the policies and procedures hence ensure successful project implementation had a mean of 3.272 and standard deviation 1.345. Finally, M&E design speaks accurately to the M&E plan and operations generated a least mean of 2.761 and standard deviation 1.438.

5.2.2 The Effects of Capacity Building on Project Implementation

Majority 74% of the respondents agreed that the organization's employees are conversant with their core duties whereas only 26% disagreed with it. The respondents were requested to rate the influence of capacity building and information dissemination on project implementation in ACTED Kenya. Majority 32% of the respondents rated capacity building on project implementation as effective, 24% rated it as very effective and very infective each, 10% rated it as infective and other do not know.

According to the extent to which capacity building affects project implementation in ACTED Kenya, the mean values varied from 3.318 to 3.897 which shows that capacity building affects project implementation as depicted by high scores of most statements. Specifically capacity has enforced development of NGOs projects in Kenya generated a mean score of 3.897 and standard deviation 4.510. The contents of the trainings in regard to the effectiveness of successful implementation of projects in this organization had a mean of 3.454 and standard deviation 1.363. Capacity building in NGOs has brought international development generated a mean of 3.431 and standard deviation 1.320. Capacity building in this organization has led to the staffs acquire specific skills had a mean score of 3.352 and standard deviation 4.663. In this organization capacity building is a social process that builds an organization's future had a mean of 3.318 and standard deviation 1.385.

5.2.3 The Effects of M&E Budgeting on Project Implementation

On whether the organization has a good budget for monitoring and evaluation activities, majority 82% of the respondents indicated that ACTED Kenya has a good budget for M&E

activities while only 18% disagreed. The respondents were asked to show how they rate the extent to which M&E budgeting affect project implementation in ACTED Kenya. The findings revealed that, majority 57% of the respondents rated it as to large extent, 24% rated it as to very large extent, 10% and 9% rated it as very low extent and low extent respectively. The respondents' opinion on the effects of M&E budgeting on project implementation, the mean values for the findings varied from 2.886 to 3.772 which show that the respondents strongly agreed with the statements that M&E budgeting affects project implementation in ACTED Kenya organization. Specifically; the organization ensures there is timely provision of funds for M&E budget had a mean of 3.772 and standard deviation 1.100. M&E budget performance, schedule performance and quality performance has led to project success in our organization had a mean of 3.465 and standard deviation 1.071. There is a separate budget allocation for M&E practices in this organization had a mean of 3.318 and standard deviation 1.264. The organization provides sufficient funds for monitoring and evaluation had a mean of 3.102 and standard deviation 1.184. Funds allocated are used for M&E activities only in this organization generated a mean of 2.897 and standard deviation 1.406 and finally, there is independency in the budgetary decisions for the M&E unit had the least mean of 2.886 and standard deviation 1.359.

5.3 Discussion

M&E Planning and project implementation

The study sought to determine the effects of M&E design and planning on project implementation. From the findings the study concluded that M&E design and planning affects project implementation in ACTED Kenya. This study concurred with Musomba,

(2012) who pointed out that project planning, implementation and controlling processes are the tools that advance its project implementation and controlling its project activities in the organization. The findings also showed project-planning processes contribute to the project performance which is similar with this study where the findings show that the effect of project work plan on project implementation in ACTED Kenya is high.

M&E capacity building and Project Implementation

The study found out that capacity building affects project implementation. It was also revealed that employees in ACTED Kenya are conversant with their core duties hence has a positive impact on project implementation. Additionally, the study pointed out that capacity building is a social process that builds the organization's future objectives and has enforced development of NGOs projects in Kenya. The study also revealed that capacity building has led the staff to acquire specific skills, has brought international development where the contents of the trainings in regard to the effectiveness of successful implementation of projects in ACTED Kenya. Similarly, Brown, LaFond & Macintyre (2011) in their study found out that most development organizations are involved in capacity building for achieving development goals and contributing to sustainability, which is seen as a long lasting result of capacity building. Mugambi and Kanda (2013) disagreed with this observation where he argued that donor funding is the main practice that enhances successful project implementation unlike capacity building. Mugambi and Kanda used extensive desk research of refereed journals and relevant papers on M&E to get details of donor funding as the determinant of M&E practices and project implementation.

M&E Budgeting Practice and Project Implementation

On M&E budgeting practice the study observed that M&E budgeting in ACTED Kenya has a great impact in project implementation. M&E budgeting can be used for measuring performance and try to predict the uncertain future in advance. The study also reveals that monitoring and evaluation budgeting ensures there is timely provision of funds with quality performance that has led to project success in organizations. This study is similar to that done by Olurankinse (2012) which indicated that the budget is an effective and indispensable tool used by managers and subordinates to measure their performance against their expectations. Also Mushori (2015) concurred with this study where he established the effectiveness of M&E practices of county government projects in Nairobi County and found out that M&E practices are usually budgeted for but there is no specific allocation for its activities.

5.4 Conclusion

The major findings of the study indicated that there is a relationship between M&E practices (M&E design & planning, M&E capacity building and M&E budgeting) and project implementation. On M&E design & planning the study concluded that design and planning affects project implementation in ACTED Kenya. The study implied that monitoring and evaluation design & planning in ACTED Kenya has made the organization meet its objectives, establish the policies well, has made project planning to be flexible enough to handle unique activities where it speaks accurately to the M&E plan and operations.

The findings on M&E capacity building indicated that capacity building and information dissemination affects project implementation in ACTED Kenya. The study showed that capacity building is a great determinant in project implementation in ACTED Kenya, it is

a social process that builds the organization's future objectives and has enforced development of NGOs projects in Kenya. Capacity building has also led the staff to acquire specific skills and has brought international development where the contents of the trainings in regard to the effectiveness of successful implementation of projects in ACTED Kenya.

On the effects of M&E budgeting on project implementation in ACTED Kenya, the findings showed that M&E budgeting in ACTED Kenya has a great impact in project implementation. M&E budgeting can be used for measuring performance and try to predict the uncertain future in advance. The study also revealed that monitoring and evaluation budgeting ensures there is timely provision of funds with quality performance that has led to project success in organizations.

5.5 Recommendation

The study made the following recommendations based on the findings of the study; Firstly, M&E design & planning practice should be adopted in the organization for it is deemed as an evaluation progress which is good for management practice. Planning practice in an organization seeks to establish causality for the situations and trends recorded by monitoring and evaluation. Organizational managers should use M&E planning practice to make adjustments to the project because it is the best function of selecting the organization objectives and establishing the policies, procedures, and programs necessary for achieving the organizational goals.

Secondly, M&E capacity building should be adhered to as an indicator of project implementation for it is a great determinant in an organization's successful project implementation process. Capacity building practice should be encouraged by the

organizational management because most development organizations are involved in the practice for achieving development goals and contributing to sustainability in terms of specific skills through planned interventions, such as technical assistance, training courses and other actions. M&E capacity building is seen as a social process that builds the organization's future objectives.

Finally, the study revealed that M&E budgeting practice affects project implementation in ACTED Kenya organization, therefore there is need to adopt the practice in NGOs because it is used for measuring performance in predicting the uncertain for future in advance. M&E budgeting should be adhered to in organizations for it ensures timely provision of funds with quality performance that has led to successful project implementation process.

5.6 Recommendation for Further Research

This study sought to determine the effects of monitoring and evaluation practices on project implementation in ACTED Kenya. There is a need for further studies to carry out similar tests in other NGOs not only in Kenya but also other developing countries to ascertain this M&E practices and project implementation and compare the findings. In addition, more variables depicting M&E practices should be adopted to uphold this study's findings that NGOs with effective M&E practices have successfully completed their projects. Also, this study only covers three variables (M&E design and planning, M&E capacity building and M&E budgeting) simultaneously. Future studies could increase the scope and consider each of the three variables independently on project implementation.

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APPENDICES

Appendix I: Introduction Letter

Ruth Murugi Ngigi
C/O African Nazarene University,
P.O Box 1497-00902
Kikuyu.

Dear Sir/Madam,

RE: REQUEST TO COLLECT DATA

I'm a student at African Nazarene University currently undertaking Post Advanced Diploma in Monitoring and Evaluation. I have successfully completed my course work and as part of the university requirements, I am supposed to undertake a research study. My research will focus on **“The Roles of Monitoring and Evaluation Practices in ensuring successful Project Implementation at the ACTED Kenya”**. The purpose of this letter is to request your permission to collect data for research purposes. All information collected will be treated with utmost confidentiality and will only be used for academic purposes.

I will highly appreciate your support and consideration.

Yours faithfully,



Ruth Murugi Ngigi

Appendix II: Questionnaire

This questionnaire aims at determining the role of M&E practices in ensuring successful project implementation: A case of ACTED Kenya. The questionnaire is designed to collect data that will help achieve the objectives of this study. I am kindly requesting you to participate in this study by responding to all the questions. Your honesty and co-operation in responding to the questions will highly be appreciated.

Instructions

This questionnaire consists of 2 sections, section I is demographic information and section II M&E practices. Kindly answer all questions by ticking () where appropriate.

1. Indicate you Gender

Male () Female ()

2. What is your age bracket?

Below 25 years () 25-30 years ()

31-40 years () 41-50 years () Above 50 ()

3. What is your Level of Education

Secondary () Tertiary/College ()

Undergraduate () Post Graduate () Others ()

specify.....

4. Number of years worked in ACTED Kenya

Less than 2 years () 2 – 4 years ()

4 – 6 years () more than 6 years ()

5. What is your current position in the organization?

Monitoring & Evaluation Officer () Program manager ()

Project Officer ()

Field Officer ()

Others () Specify

SECTION II: M&E PRACTICES AND SUCCESSFUL PROJECT IMPLEMENTATION

M&E Design and Planning

6. Does your organization always implement planning strategies on time?

Yes () No ()

7. To what extent does the project work plan ensure successful project implementation in your Organization?

Very highly ()

High ()

Moderate ()

Low ()

Very low ()

8. Does M&E planning practice in your organization accurate in implementing projects

Yes () No ()

9. Please indicate the extent to which the following M&E planning practice influence successful project implementation in your organization on a scale of 1-5 where 5=very large extent 4=large extent 3=fair 2=slightly 1=not at all

Statement	1	2	3	4	5
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Design and planning in this organization has made the organization meet its objectives					
M&E planning has made this organization establish the policies and procedures hence ensure successful project implementation					
Project planning in this organization is flexible enough to handle unique activities					
Project work plan in this organization include targets against key indicators					
M&E design speaks accurately to the M&E plan and operations					

Capacity Building

10. Are the organization's employees conversant with their core duties

Yes () No ()

11. How do you rate the influence of capacity building and information dissemination on successful project implementation in ACTED Kenya?

Very effective ()

Effective ()

Ineffective ()

Very ineffective ()

Don't know ()

12. Kindly indicate the extent to which you agree or disagree with the following capacity building practice on successful project implementation in your

organization on a scale of 1-5 where 5=Strongly agree 4=Agree 3=Neutral
2=Disagree 1=Strongly disagree

Statement	1	2	3	4	5
The contents of the trainings in regard to the effectiveness of successful implementation of projects in this organization					
Capacity building in NGOs has brought international development					
Capacity building in this organization has led to then staff acquire specific skills					
In this organization capacity building is a social process that build an organization's future					
Capacity has enforced development of NGOs projects in Kenya					

M&E Budgeting

13. Does your organization have a good budget for monitoring and evaluation activities?

Yes () No ()

14. To what extent does M&E budgeting ensure successful project implementation in your organization?

Very large extent ()

Large extent ()

Low extent ()

Very low Extent ()

15. Kindly indicate the extent to which you agree or disagree with the following M&E budget practice on successful project implementation in your organization on a scale of 1-5 where 5=Strongly agree 4=Agree 3=Neutral 2=Disagree 1=Strongly disagree

Statement	1	2	3	4	5
The organization provides sufficient funds for monitoring and evaluation activities					
There is a separate budget allocation for M&E practices in this organization					
There is independency in the budgetary decisions for the monitoring and evaluation unit					
The organization ensures there is timely provision of funds for M&E Budget					
Funds allocated are used for M&E activities only in this organization					
M&E budget performance, schedule performance and quality performance has led to project success in our organization					

Thank you for your cooperation