

**MONITORING AND EVALUATION SYSTEMS AND PERFORMANCE OF
NON-GOVERNMENTAL BASED MATERNAL HEALTH PROJECTS IN
NAIROBI COUNTY, KENYA**

VINCENT KIPLANGAT

**An Applied Research Project Submitted in Partial Fulfillment of the Requirements
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Business**

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DECLARATION

I declare that this applied research project is my original work and that it has not been presented in any other university for academic credit.

Signature:



Date: **10 June 2021**

Name of Student: Vincent Kiplangat

SUPERVISOR'S DECLARATION

This research project is presented for examination with my approval as the university supervisor.



Signature: _____

Date: **10 June 2021**

Name of Supervisor: Awuor Ponge

DEDICATION

I dedicate this research project to my dear wife, Patience Mwangima, and my lovely daughter's, Arianna Chemutai and Aiyanna Chebet for their support and encouragement throughout my studies.

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DEFINITION OF TERMS

Human Resource Capacity: Relates to education, training and human resource development. The M&E system functions with professional workers who carry out M&E activities they are responsible for effectiveness. It involves knowing the appropriate skills and abilities of people working in M&E and addressing capacity gaps.

Information System Adoption: It is an integrated combination of individuals, hardware, software, networks and data tools that are used to capture, store, transform and disseminate M&E information in an organization.

Monitoring and Evaluation Plans: Refers to roadmap that helps identify, execute, track and develop an M&E strategy for specific projects; it lays out all that should be done from the planning phase before the project meets its target and produces the expected results.

Maternal Based NGOs: In this context, maternal based NGOs refers to organizations involved in increasing the speed of ending preventable maternal child deaths and thus contribute to a better health system.

Projects: In this research context, it's a temporary effort to accomplish a goal. The word temporary indicates that it is time-bound. Therefore, it has to achieve its defined goals using a given budget that is provided by a donor.

Stakeholders: Individuals or organizations participating in a project whose interests are important and may therefore be influenced by the decisions made by the management.

ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
APB	Africa Policy Brief
CIDA	Canadian International Development Agency
DDG	Digital Data Gathering Devices
DRH	Division of Reproductive Health
HIS	Health Information System
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MHPs	Maternal Health Projects
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WHO	World Health Organization

ABSTRACT

The rapid rise in the number and size of NGOs worldwide has raised pertinent questions about their achievements and effectiveness. Most of them are struggling with the transparency element of their projects since they are unable to explain to different stakeholders the real impact of their programs. The study looked at the effect of M&E systems on the performance of non-governmental based maternal health projects in Nairobi County. Specific objectives were to: determine how M&E plans, human resource capacity, nature of M&E information systems and stakeholder participation in M&E influence performance of nongovernmental maternal health projects. The design used was descriptive in nature. 80 maternal based NGOs formed the population. Data was collated via questionnaires and data analysis was via SPSS software. The findings showed that the four aspects of monitoring and evaluation positively influence the performance of the maternal based non-governmental projects in Nairobi county. The study proposes that stakeholders be engaged more in the planning, design, execution, monitoring and assessment of projects and that NGOs invest more in ICT. Further the study proposes that M&E staff undergo frequent training in order to enhance their skill capacity in M&E.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter summarizes the context and addresses the problem statement, the study intent, goals, and the relevant questions. Additionally, the importance of the research is addressed, the scope of the study, delimitation, limitation, and assumptions of the study are also looked at. The section ends with a theory underpinning the study and the conceptual framework that the analysis is centered on.

1.2 Background of the Study

There have been concerted efforts to make NGO programs more successful. This is a noticeable change in paradigm from processes to outcomes (Prabhakar, 2008). This has placed tremendous pressure on NGOs to account for fund usage and demonstrate that their activities impact beneficiaries (Kareithi & Lund, 2012). Also, this has highlighted the benefits of monitoring and evaluating all projects to assess the initiative's real effect against the anticipated outcome (Samea, 2013). It is by improving their M&E processes that NGOs can increase the efficacy of their interventions. Human resource capacity, stakeholder involvement, M&E plans, and the use of information systems in M&E have thus been identified as M&E systems that can be strengthened (Cleland & Gareis, 2006).

On average, 536,000 girls and women die every year worldwide from pregnancy-related causes; Each minute, one child or woman dies. Over 99 percent of maternal deaths occur in developing countries, with almost half occurring in sub-Saharan Africa (Africa Progress Panel Policy Brief, 2010). Compared to other areas of the world, a woman living in Sub-Saharan Africa has a greater chance of dying while giving birth than any other woman. This is particularly evident for women aged between 15 to 19 years. Up to 20 million girls and women worldwide are now projected to suffer from maternal morbidity, survive childbirth but have lifelong ill-health (Africa Progress Panel Policy Brief, 2010).

In Kenya, NGOs have invested approximately Ksh 78.8 billion in programs in various sectors (NGO Sector Report, 2019). The majority of the NGOs started projects in Nairobi County because of its good infrastructure and the necessity to alleviate poverty in slum areas (Kenya Social Protection Sector Review, 2012). Despite the vast fund allocation, targeted beneficiaries and stakeholders are critical of the impact of their programs (Kiboi et al., 2018). This situation points to flaws in the execution of programs whose primary purpose is to tackle social problems, (Nalinya & Luketero, 2017).

1.2.1 Performance of Non-Governmental Based Projects

Performance refers to a collection of results that represent efficiency, progress, and competence related to an objective, target, or standards of accuracy, completeness, cost, quality, and speed that have been developed (Teelken, 2008). NGOs worldwide have been grappling with the question of accountability in terms of performance. This stems from the various informational demands that multiple stakeholders demand from them.

Lewis (2009) notes that accountability is an issue for NGOs since they have many stakeholders and have to be accountable to many other groups and interests. Akin to this,

Ramadan & Borgonovi (2015) opined that NGOs are expected to monitor and assess their performance from diverse viewpoints regarding donor goals, beneficiary needs, and internal effectiveness. Kareithi & Lund (2012) argue that NGOs' role in international terms has increased, along with enormous interest among practitioners, governments, people, donors, policymakers, and academics, especially in maternal health, about their results. This is because there is still insufficient credible data on the impact of NGOs' maternal health programs (Nalinya & Luketero, 2017). Carman (2007) states that the performance indicators mostly utilized include efficiency, effectiveness, marketing, costs, audits, and beneficiary satisfaction. That implies assessing project/program performance may require evaluating the process that evaluates the same (Poister, 2003). M&E must therefore be developed and reinforced because it is a vital component of a well-functioning program as it guarantees performance-based outcomes (Simister, 2015).

1.3 Monitoring and Evaluation System

The monitoring and evaluation system discussed includes stakeholder participation, human resource capacity, M&E plans, and information system adoption.

1.3.1 Stakeholder Participation in M&E

Davies (2001) describes stakeholders as individuals, groups of individuals, organizations, or institutions that influence the project or maybe influenced by it. Community-men, women and young people, project field workers, program managers, sponsors, government and other decision-makers, supporters, opponents, government, and civil society are referred to as stakeholders (Taylor, 2001).

Engaging stakeholder in the M&E process ensures that better M&E data is generated and that M&E data analysis is performed to the highest standards. It also ensures that service

users participate in all project areas that are impactful (Simister, 2015). It also increases the likelihood of program continuity as increased stakeholder participation is key to project success. Musumba et al. (2013) noted that stakeholder involvement is a crucial factor in the implementation of M&E. For effective implementation of M&E activities, he asserted that stakeholder participation should begin at the design stage and continue to the end. Were (2014) argues that in the decision-making processes, misunderstanding, frustration, and disruption of projects may occur when NGOs recognize resource use but disregard local citizens.

1.3.2 Human Resource Capacity in M&E

It is a measure that ensures an entity has sufficiently skilled individuals in the right position to achieve its goals and objectives (Stetson, 2011). Thus, prioritization of expertise and experience in the staff recruiting process must always take precedence in hiring M&E personnel. Projects owe their performance equally to those responsible for overseeing their implementation (Tengan et al., 2014). To this end, adequate human resource in monitoring and evaluation leads to better project performance, provided that the personnel is skilled and trained in M&E. Tidac and Pivac (2014) study on the link between human resource capacity and projects performance finds that M&E staff should receive incentives, be provided with adequate resources like equipment and be given sufficient time in order for them to play their rightful role in the monitoring projects success. Insufficient capacity affects the ability of an entity to provide effective programs and services and in executing other responsibilities.

Vanessa et al. (2011) postulate that an organization's technological ability is essential in performing evaluations. The degree of involvement of its staff significantly influences the

application of M&E in decision-making and how the lessons of the evaluation are generated, communicated, and interpreted. This demands that evaluators be technically equipped in M&E through training and development. Thus, having resourceful personnel is critical for the sustainability of projects (Nabris, 2002).

1.3.3 Monitoring and Evaluation Plan in M&E

It's a framework that helps track and assess the outcomes of interventions over a program's lifetime. An M&E plan would contain documents that may have been developed during the program planning phase and those that need to be developed in the implementation stages (Prabhakar, 2008). Simister (2015) opines that a broad interaction with various stakeholders is necessary as a best practice. He also opines that anyone willing to perform tasks in the plan must be consulted during the M&E plan creation and developmental stages.

Sharing the M&E plan with employees and other stakeholders is not enough, they have to under-go training on the elements of M&E plans (Besner & Hobbs, 2008). It is also crucial that the plan is kept up to date too, for it to be relevant across the whole project implementation cycle. The researcher argues that changes would have to be undertaken where M&E processes are not functioning well or when the program itself has changed, necessitating the need to modify the M&E strategy. For all personnel who are involved in M&E, thus the M&E scope should be clearly expressed.

Phiri (2015) argues that the emphasis should be on achieving project outcomes, results and targets with a narrower reach in the M&E plan. However, this is a restricted role of the M&E plan, which means that staff have no opportunity to learn from the programs they are executing in terms of project successes or failures. As Simister (2015) suggests, in addition

to the indicator matrix, an M&E plan should also include information analysis, learning mechanisms, training, knowledge management and resources and use of reporting schedules.

1.3.4 Information System Adoption in M&E

It's an integrated combination of hardware, software, networks data resources and people that gather, store, transform and disseminate information within a firm and supports operations (Kyalo, Mulwa & Nyonje, 2012). Technology adoption in M&E is vital in its strengthening. In order to turn the manual system into an electronic (computerized) system with a focus on enhancing service quality, Khan (2003) stresses that information systems need to express the MIS principle.

Kahura (2013) opines that it's not the sophistication of the program that is of importance, but the knowledge quality produced by the system and the user capacity to use the information for managing the program. More investment in quick, appropriate and current technology, will drastically enhance data collection and analysis and provide immediate access to data for centralized information management, better decision-making and better planned interventions (INTRAC, 2013).

1.4 Statement of the Problem

The need to deliver successful projects has become a global phenomenon. While several studies have centered on project success indicators, others have espoused measures to achieve project success (IFAD, 2002). It is critical to ensure the completeness, consistency, and honesty of M&E systems and processes if you want to draw accurate and reliable conclusions about what works and what does not in projects. International standards stress the importance of objectivity, sufficiently qualified experts leading the process, stakeholder

engagement, effective M&E plans, timeliness, user-friendly and reliable information systems, administrative support, sufficient funding, and the identification of appropriate indicators (World Bank, 2011). By evaluating the impacts, directing policy, increasing stakeholder ownership, and building their capacity to keep program financiers and implementers accountable, good M&E structures help programs run more smoothly (Kusek and Rist, 2004).

Monitoring and evaluation systems that are poorly developed and utilized do more harm than good. Also, the successful channeling and use of resources can be undermined by misleading results as it would be difficult to establish if the expected outcomes are being accomplished, what corrective action might be required, and whether interventions are contributing positively to human development in the absence of effective monitoring and evaluation systems (World Bank, 2011). The task of establishing international standards for scientific rigor, ethical practice, and effective management processes in monitoring and evaluation is a never-ending challenge.

Non-governmental maternal health programs in Kenya are unique in that they deal with critical and delicate health issues, and as a result, such firms will encounter challenges in the implementation of monitoring and evaluation systems. According to a 2018 report released by the Ministry of Health in Kenya, the highest maternal death was reported in Nairobi county (134 maternal deaths and 1,034 stillbirths), Kiambu and Nakuru had 51 maternal deaths each, Mombasa 50 and Kisumu, Kakamega, Kilifi, Kisii, Migori and Uasin Gishu 49, 48, 41, 40, 36 and respectively (MOH-Kenya, 2018). There is a lack of quality data on maternal health, which undermines preparation and reaction to maternal health concerns. Human resource capacity, stakeholders' participation, information technology,

and M&E plans have a high propensity of influencing the effectiveness of M&E systems and hence performance. Hence the need to investigate the effect of monitoring and evaluation systems on the performance of non-governmental based maternal health projects in Nairobi County.

1.5 Purpose of the Study

To determine effect of monitoring and evaluation systems on the performance of non-governmental based maternal health projects in Nairobi County.

1.6 Objectives of the Study

The study aimed to address the following objectives:

- i. To assess how human resource capacity in M&E influenced performance of non-governmental based maternal health projects in Nairobi County.
- ii. To examine how stakeholder participation in M&E influenced performance of non-governmental based maternal health projects in Nairobi County.
- iii. To assess the extent to which nature of M&E information systems influenced performance of non-governmental based maternal health projects in Nairobi County.
- iv. To determine how M&E plans influenced performance of non-governmental based maternal health projects in Nairobi County.

1.7 Research questions

The research sought to address the following research questions;

- i. How does human capacity for M&E influence the performance of NGOs maternal health projects in Nairobi County?

- ii. How does stakeholder participation in M&E influence the performance of NGOs maternal health projects in Nairobi County?
- iii. How does the nature of M&E information systems influence the performance of NGOs maternal health projects in Nairobi County?
- iv. How does M&E plans influence the performance of NGOs based maternal health projects in Nairobi County?

1.8 Significance of the Study

Project Managers: The research findings assist project managers undertaking maternal health projects in identifying weaknesses in their M&E systems and areas that require improvement and enact interventions that will strengthen their M&E system and thus increase progress and implementation of activities. **Project staff:** The findings of the study provide an opportunity for project staff to change their attitude towards M&E and thus see the important role M&E plays in project success, enabling them to embrace it as a guide to their activities. **Donors:** The findings of the study provide more details on accountability mechanism in NGO that assist donors assess whether their funds are having any impact on beneficiaries.

1.9 Scope of the Study

The study focused on Nairobi County because despite the huge funds allocated to NGOs for purposes of undertaking maternal health projects in the county, Nairobi still recorded the highest number of maternal deaths and still birth in the country.

1.10 Delimitation of the Study

The study focused on M&E systems in NGOs and restricted itself to the influence of M&E plans, human resource capacity, information systems adoption and stakeholder participation in M&E. The study involved project managers as respondents.

1.11 Limitation of the study

The analysis was limited by accessibility and logistics in terms of time and finance limitations at the time of collecting data. The researcher utilized his leave days to focus on the study to address the time constraint.

1.12 Assumptions of the Study

An assumption was made that NGOs implementing MHPs in Nairobi County have a functioning M&E unit and that the respondents gave correct, truthful and honest answers.

1.13 Theoretical Literature

Evaluation requires collecting, evaluating, and using data to address questions on projects and initiatives if they are productive and successful. It postulates that critical consideration should be observed in deciding how a program can be improved now and then. Evaluators and stakeholders should do this. Program theory directs the evaluation process by defining key elements of the program and describing the relationship between these elements.

To evaluate the degree and nature of the occurrence of each variable, the data collection strategy is then drawn up. It is measured inside the system after the data is gathered. Next, data is triangulated using different methods from different sources but linked to the same software component (Greene, et al., 1989). Rossi, et al. (2004) describes program theory as the organizational philosophy that discusses how to collect, coordinate and distribute

resources and how to structure program activities to establish and sustain the service structure intended for them. Furthermore, they argued that the theory investigates the technique of service utilization, which explores how the intended population achieves the anticipated intervention through interactions with the established program.

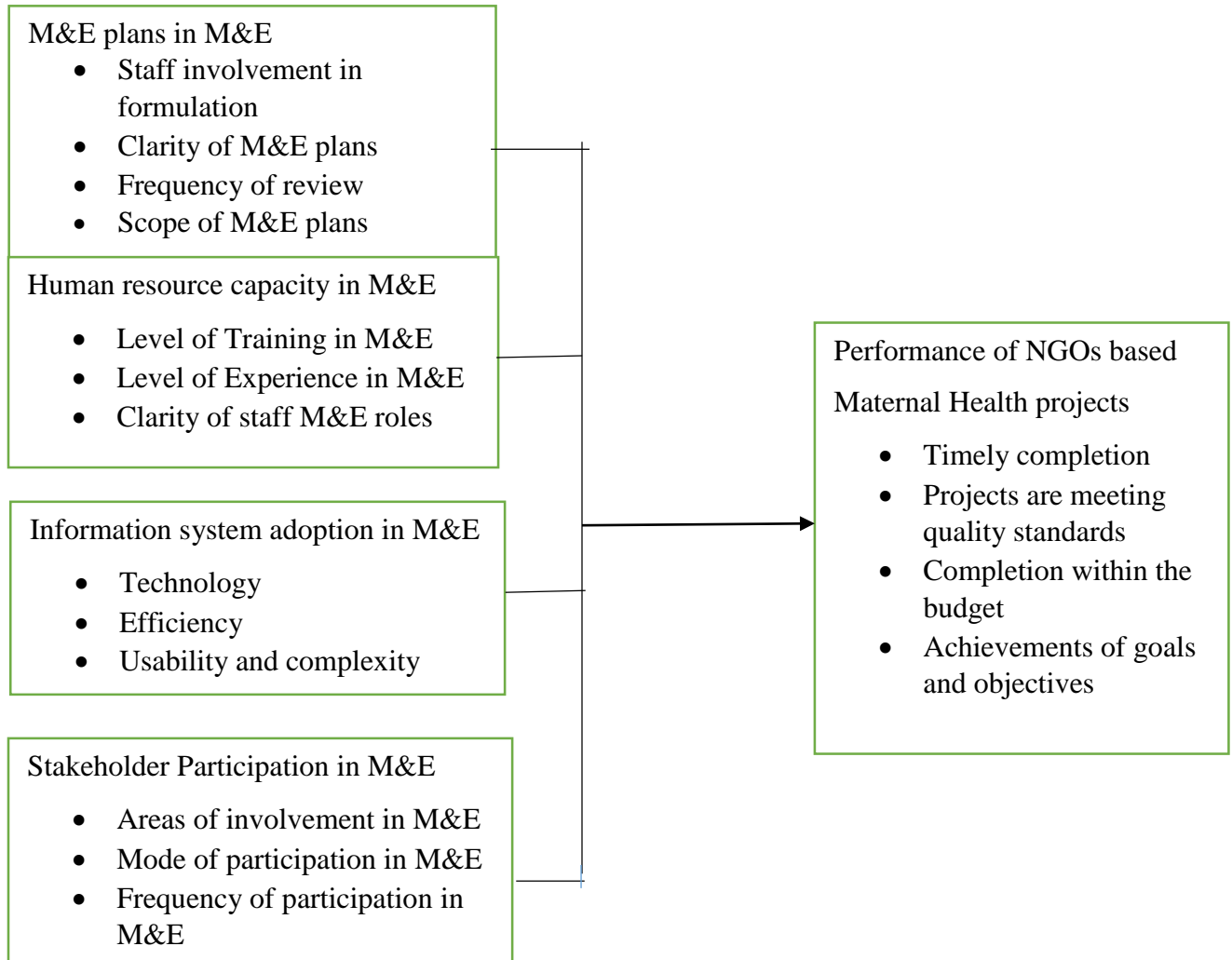
1.14 Conceptual Framework

The dependent variable for the research is M&E systems while the independent variable is maternal health project performance.

Monitoring and Evaluation System

Independent variable

Dependent variable



Source (Researcher, 2020)

Figure 1: Conceptual Framework

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails, related literature on M&E systems and performance of NGOs, alongside the conceptual framework linking both variables.

2.2 Empirical Literature Review

Reviews studies done globally, regionally and locally on the current study.

2.2.1 Human Resource Capacity and Performance of Non-Governmental Based Projects

These are activities that increase the effectiveness of non-profit organizations. Formal training and on-the-job experience are both essential in developing evaluators (Acevedo et al., 2010). Furthermore, it must be acknowledged that “growing” evaluators necessitate far more technical M&E training and development than one or two workshops can usually provide (Stetson, 2011). Tidac and Pivac (2014) study on the link between human resource capacity and projects performance finds that M&E staff should receive incentives, be provided with adequate resources like equipment and be given sufficient time in order for them to play their rightful role in monitoring projects success. Insufficient capacity affects the ability of an entity to provide effective programs and services and in executing other responsibilities.

In a study conducted in public health centers in Mali, Guinea and Nigeria by WHO (2013), it was discovered that human capacity can be viewed as a moving target. It usually occurs in stages, each of which indicates a higher level of readiness to influence performance (Goodman et al., 2013). According to another study, Sierra Leone's Ministry of Health was said to have the capacity to provide childhood immunization services. However, the country's frequent political instability was said to put that capacity to the test, lowering performance (e.g., immunization coverage) significantly.

Imran et al., (2010) investigates the link between human resource capacity in M&E and project performance in Islamabad, Pakistan. The study covered 2007 to 2009. The focus was mainly on IT projects. 24 different software that were said to have been affected by HR capacity in M&E were selected. The results revealed a link between project outcomes and HR performance management. According to the report, HR management feature performance management should be considered as one of the resources for ensuring project progress, and it should be given high priority.

Pius (2017) establishes the link between human resource capacity in M&E and NGOs performance in Tanzania. The researcher focuses on the health sector. Three NGOs in Tanzania formed the population study. Seventy respondents from the NGOs M&E department were chosen. A descriptive and a case study design were used. SPSS software was used in data analysis. The findings indicated that human capacity in M&E impacted on the effectiveness of M&E and thus NGOs performance. The study suggested regular formal and refresher training, as well as prompt preparation and budget request submission.

Maimula (2017) looked at the challenges of implementing M&E systems in Tanzania and also at the link between M&E and the performance of NGOs water projects in Mkuranga. Thirty-two respondents were selected for the study. Questionnaires and interview guides were the primary collection tools used. Microsoft excel was employed in data analysis. Political influence, weak management teams and the absence of technical staff were identified as the challenges encountered in M&E implementation. The study recommends human resource capacity building and training programs in order to improve M&E systems and hence NGOs performance.

Nalianya and Luketero (2017) establish M&E systems like human resource capacity and the performance of maternal based projects in Non-governmental organizations. The researchers focus on NGO's in Bungoma county. Descriptive and correlational research design were employed in the study. Data was collated through questionnaires and 101 respondents formed the study sample. Human resource capacity in M&E was found to influences performance of MHPs. The study recommends that staff job descriptions be aligned with their M&E plans, that M&E training be increased, and that routine data quality assessments be conducted to identify areas of difficulty for staff.

2.2.2 Information System Adoption and Performance of Non-Governmental Based Projects

In projects and programs, communication is critical because it clarifies goals, tasks, and obligations, as well as offers updates on progress and success (UNDP, 2009). This can be achieved by providing an information system that offers timely, accurate, and up-to-date data to M&E for decision-making.

Phiri (2015) identified information system application in data capture in various beneficiary institutions; data cleaning, data entry, data analysis, and report writing in his study on the use of ISs in NGO projects in Kenya. Databases were used not only to understand project expectations, but also to collect project information and create project progress patterns from which new strategies to improve project performance were devised.

Nisa, et al., (2015) did a research in Pakistan on M&E systems link to project performance of NGOs in the health sector. The researchers concentrated on information system use in M&E. Questionnaires were used in collection of data. The descriptive research design was also used. Information systems use in M&E was found to influence NGOs project performance positively. The study recommends that NGOs should strengthen their management information systems in order to improve project implementation and success.

Karanja and Muchelule (2018) investigate the link between M&E systems and NGOs project performance in Kiambu County, Kenya. The study looked at ICT integration. The descriptive research design was used. Fifty-one NGOs were sampled using simple random sampling. Data collection was done using questionnaires. Research findings revealed that NGOs with superior IS in M&E registered good performance. The study recommends that Non-Governmental Organizations invest in experts for appropriate investment in ICT systems.

Micah and Wanyonyi (2017) examined the nature of monitoring and evaluation information systems adopted and NGOs performance in Kenya. The researchers focus on NGO's in Bungoma county. Descriptive and correlational research design are employed in the study. Data was collected through questionnaires and 101 respondents formed the study

sample. The nature of information system adopted was found to be directly linked to NGOs performance in MHPs. The study recommends more staff training on MIS tools and procedures in order to improve MIS comprehension and the speed with which M&E operations are completed.

2.2.3 Stakeholder Participation and Performance of Non-Governmental Based Projects

Garbutt (2013) opines that providing a complex M&E system is pointless if your partners are unable to gather data that you can extract information that you need. Stakeholders at various levels engage in activities such as monitoring or reviewing a project, program, or policy, share authority over the material, procedure, and results of the (M&E) operation, and take or characterize corrective measures as part of the participation process.

Stakeholders must be satisfied with their role in M&E activities and steps must be taken to ensure this. This is because failing to engage stakeholders may result in project activities being met with opposition. Furthermore, confusion, frustration and outright sabotage can result when projects recognize resource use but exclude local people from decision-making processes (Were, 2014). However, certain situations may restrict the level of stakeholder involvement in project M&E. i.e., in order to develop more extractive methods or methodologies for data collection and analysis in M&E, project managers can engage users as passive information providers during monitoring, review, or evaluation processes, without having much say about how M&E is carried out (Simister, 2009).

Furthermore, complex organizations must decide how much local decision-making they are willing to allow in these areas, as well as how standardized any tools, processes, or practices should be (Simister, 2009). For instance, a traditional approach to evaluation

may be more appropriate in situations that involve independent outside judgment and specific knowledge that only technical experts can provide, such as evaluations (UNFPA, 2001).

Njama (2015) investigates the factors influencing monitoring and evaluation effectiveness system. The focus is on AMREF Kenya WASH programme. The study focused on stakeholder participation. A descriptive research design was used. Sixty six employees of Amref formed the study respondents. Stakeholder's participation was found to be mainly on lower-level activities but not adequate in higher level activities. The study recommends that stakeholders be sufficiently involved in M&E activities. From the beginning to the end, participants may participate in both lower and higher-level activities.

Umugwaneza and Kule (2016) examined the effect of M&E system on project performance in Rwanda. The researchers focused on formation of partnerships in planning and effective supervision. One hundred and four respondents from the NGOs formed the study population. The sample was reduced to 83 respondents using purposive sampling method. Questionnaires were employed in data collection. The study concluded that management's dedication to overseeing the project's monitoring and evaluation would improve the project's long-term viability. The study recommends formations of more viable partnerships by the management in particular stakeholder partnerships.

Kimweli (2013) establishes the link between M&E systems and NGOs performance in Kibwezi, Kenya. The researcher investigates NGOs engaged in food security. The researcher focusses on stakeholder participation (beneficiaries). Forty Kibwezi residents formed the population. Case study design was utilized. Questionnaires were the data

collection tool used, in addition to interview guides and focus group discussions. Study findings revealed that stakeholders were excluded in M&E activities.

Ruwa (2016) looked at stakeholder participation and the performance of NGO-funded food security projects in Kwale county. The research design used was descriptive. Questionnaires were used in data collection. Participation in project initiation, implementation, monitoring, and assessment was found to be positively correlated with project performance, while participation in planning was negatively correlated with project performance. The study proposes that donors and other implementing agencies should make their processes flexible so that feedback from other project stakeholders can be accommodated.

2.2.4 M&E Plan and Performance of Non-Governmental Based Projects

The M&E plan assists in assessing and monitoring progress against project outputs and results, as well as deciding which evaluation issues will be addressed during the assessment (USAID, 2016). The M&E plan specifies which indicators will be collected, who will be in charge of collecting them, what forms and tools will be used, and how data will flow across the organization (Bullen, 2014). This means that without M&E plans, many M&E systems would become obsolete as a result of insufficient attention to detail during the planning stage (Sinister, 2015).

The M&E plan provides all project personnel with a reference sheet that lists all M&E activities and highlights data as the project progresses (SFCG, 2010). The (M&E) system's participatory implementation ensures that groups engaged in data collection and analysis understand what they're collecting and why it's essential (USAID, 2007). This also enables

M&E planners to assign time and resources to different M&E tasks, as well as be alerted to the time and resources required for proper M&E work (Taylor, 2001)

Rumenya and Kisimbi (2020) investigated the influence of M&E work plans on the Non-governmental education projects in Mombasa. The study population constituted of project officers, managers, and monitoring and evaluation staff in the 22 registered non-NGOs. The M&E work plan was found to have a weak positive association with project performance. The study suggests that NGOs' management, with the help of their focal M&E employees, put in place processes to improve their current M&E work plans programs.

Njeru and Luketero (2018) looked at M&E system and the performance of medical camps projects in Embu. The sample size was 167 respondents selected using stratified random sampling. Questionnaires were used in data collection. Research design used was of descriptive in nature. M&E plans, resource allocation and stakeholder involvement were all found to impact on the medical camps project performance. According to the findings, compliance with the tasks outlined in the M&E plan should be monitored and changes made as required. Unique components can necessitate separate plans which will involve specific methods, schedules and personnel.

2.3 Summary of Research Gaps

In the past, research on project success and M&E systems of NGOs has concentrated on different contexts, principles and methodologies. It is not possible to generalize studies performed in developed countries to developing countries because M&E systems vary in their sophistication, mode of implementation and efficacy. Nisa et al., (2015) did a study

in Pakistan while Hwang and Lim (2013) examined M&E factors and project performance in Singapore. Imran et al. (2010) conducted a study in Islamabad, Pakistan. Therefore, these studies cannot be generalized to Kenya, a developing country.

For studies done regionally the context is different as different aspects of M&E systems were investigated while others were overlooked. Grace (2017) looked at M&E systems in terms of human capacity and its impact on project performance in Tanzania while Umugwaneza and Kule (2016) examines M&E systems in terms of effective information, formation of partnerships in planning and effective supervision impact on project performance in Rwanda.

For the local studies: some studies focused only on one NGO: Njama (2015) does a study on AMREF Kenya WASH programme. Other local studies were carried out in a different NGO sector hence cannot be generalizable to maternal based NGOs: Kimweli (2013) concentrates on food security intervention NGOs while Njeru and Luketero (2018) investigated medical camps projects. Further, the local studies were conducted in different counties: Ruwa (2016) conducted a study in Kwale county while Kimweli (2013) conducted a study in Kibwezi district. This study intended to bridge these gaps by investigating the effect of monitoring and evaluation systems on the performance of non-governmental based maternal health projects in Nairobi County.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Research methods applied in the study, the research design, data collection and data analysis methods used in the study are also explained.

3.2 Research Design

In this study a descriptive design was used. The descriptive design is influenced by research questions and focuses on the probability of something occurring or the relationship between variables (Creswell, 2009). Descriptive design helped the researcher investigate aspects of the study variables by collecting information from a set of parameters identified in advance that were appropriate in data gathering.

3.3 Research Site and Rationale

The study participants were drawn from NGOs engaged in maternal based programs. Nairobi County was selected because despite the county receiving huge funds for purposes of reducing maternal death it still leads other counties in terms of the maternal death registered and still births.

3.4 Target Population

Using the NGO's register in Kenya, a total list of 80 NGOs was prepared with their addresses and contacts (NGO-Kenya, 2020). No sampling was carried out since the study used the census design. The study respondents were project M&E staff both managerial and non-managerial.

3.5 Data Collection Instruments

The study employed primary data collected using structured questionnaires. Questionnaires have benefits, in addition to providing quantifiable data, such as high data reliability, accurate event data, systematic, time-saving and detailed information (Shao, 1999).

3.6 Data Collection Procedures

The researcher obtained Africa Nazarene University introductory letter and presented it to NACOSTI for purposes of securing a permit. The permit was obtained and taken to Nairobi County office where an approval letter was issued allowing the researcher to do the study in the County. The researcher then obtained a list of the NGOs that made up the study population and contacted them directly. Questionnaires then were availed to the study participants along with guidance on how to fill them. The respondents who were M&E project staff subsequently completed the questionnaires. Respondents were given plenty of time to complete the questionnaires. For completeness and precision, the questionnaires were then checked and cleaned for error elimination.

3.7 Pilot Testing of Research Instruments

This is testing the questionnaire for suitability (Singh, 2014). Piloting helps to assess if the questionnaire is accurate, the members of the study comprehend the questions in a similar way, the wording is straightforward and also helps to minimize implicit research bias. Relying on the sampling principle of Mugenda and Mugenda (2003), the study used 10% of the sample size which represented 10 maternal based NGOs in Kiambu county a neighboring county. Following the pilot, changes were made to the questionnaire to resolve areas of concern.

3.7.1 Reliability of Research Instruments

It is an indicator of how precise a research instrument's findings are after repeated trials (Singh, 2014). The alpha of Cronbach was used to authenticate the internal integrity of the tools through the use of SPSS software. It is suitable and interpreted for Cronbach Alpha greater than 0.7 to mean that the scale is accurate. All the questions in the questionnaire were found to have a Cronbach Alpha greater than 0.7 hence none was omitted.

3.7.2 Validity of the Research Instruments

It's the degree to which knowledge accurately portrays the research phenomenon as recorded by the research instrument (Mugenda & Mugenda, 2003). Testing the tools' validity helps to ensure that the desired structures are checked by the questions. The validity of the content was accomplished by obtaining the views of the supervisor who reviewed the questions against the study objective and found the validity to be ideal (Mugenda & Mugenda, 2008).

3.8 Data Analysis and Presentation

It is the method of analyzing raw data gathered in the field in order to make sense of it. Unless data cleaning is completed, the data collected can be in a format that is difficult to consume or process. With incomplete questionnaires, repeat calls were made to maintain the number of respondents. The SPSS was utilized for quantitative data analysis. Questionnaires were coded and inserted into the computer program, SPSS for analysis after categorization had been completed. The data was then displayed in descriptive tables.

3.9 Ethical Considerations

Ethics is about the moral values that control a person's behavior while conducting an activity (Kothari, 2004). Ethics is also concerned in research with a moral way of

conducting oneself when doing a study. The sole purpose of research ethics is to safeguard participants from any damage of the study practices and to ensure that data is reasonably obtained and analyzed in order to achieve true results (Kothari, 2004).

Ethics was observed in this study by the ethical treatment of the participants and all the parties involved. This was achieved by obtaining prior consent; making sure that the gathered information is kept confidential and that the philosophy and procedures of the company are understood. Data collection begun by explaining the rights and advantages to respondents: respondents shall not be forced to fill out the questionnaires) and that the participants have the choice not to participate in the study.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter involved the analysis of the data collected, presentation of the findings and discussion.

4.2 Rate of Response

For the study, 64 questionnaires were administered, 45 completed and returned. The overall response rate for the study is presented in table 1 below

Table 1 :Rate of Response

Response	Frequency	Percentage
Returned	45	70.31
Unreturned	19	29.69
Total	64	100

Source: Researcher, 2021

Table 4.1 above show a 70.31percent overall effective response rate. Therefore, as per Mugenda and Mugenda (2010), the recorded response rate is fit for analysis, indicating that any response rate of 70 percent and above is considered sufficient for analysis and for drawing conclusions. For the subsequent sections, the analysis will only consider the complete questionnaires (45).

4.3 Demographic Characteristics

This section describes the respondent's basic characteristics, such as age, gender, highest qualification level and the number of years worked in the organization. To explore these

factors, an analysis of frequencies was undertaken after which the output was presented as shown below.

4.3.1 Gender of Respondents

The respondents were asked to indicate their gender based on the questionnaires. The gender of the respondents had to be identified in order to understand the gender distribution of employees within Non-governmental based MHPs in the monitoring and evaluation section.

Table 2 :Gender of the Respondents use APA tables.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
0 (Male)	25	55.6	55.6	55.6
1(Female)	20	44.4	44.4	100.0
Total	45	100.0	100.0	

Source: Researcher, 2020

Majority of the respondents were males 25 (55.6%) while 20 (44.4%) were females. These findings clearly indicate that Non-governmental organizations have more male workers than female employees in the M&E section.

4.3.2 Age of Respondents

The respondents in the survey were required to indicate their age. The study recorded respondents age in ranges as to some people age is a sensitive matter, Table 3 summarizes the age groups of the people interviewed.

Table 3 Age of Respondent

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-24	6	13.3	13.3	13.3
25-35	22	48.9	48.9	62.2
36-45	14	31.1	31.1	93.3
46-50	3	6.7	6.7	100.0
Total	45	100.0	100.0	

Source: Researcher, 2020

Most of the employees who took part in the survey are of middle age, aged between 25-35(48.9%), followed by 36-45 (31.1%), 18-24 (13.3%) and lastly 46-50 (6.7%).as shown in table 4.3.

4.3.3 Level of Education

Level of education attained is important as it indicates the level and capacity to understand and perform certain duties when coupled with other aspects such as experience. Majority of the employees who participated in the study were graduates. Monitoring and evaluation is a highly specialized profession and require in most cases advanced training.

Table 4: Level of Education

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor's Degree	17	37.8	37.8	37.8
Diploma/Advance diploma	7	15.6	15.6	53.3
Masters/PHD	21	46.7	46.7	100.0
Total	45	100.0	100.0	

Source: Researcher, 2020

Study findings indicated that the majority, 21 (46.37 %) had attained at least master's degrees, followed by 17(37.8 %) with bachelor's degrees. Only a few, 7(15.6%) had diplomas/Advance diplomas. It can thus be concluded that majority of the participants are equipped to understand the aspects related to the concepts being studied and therefore were ideal informants for the study.

4.3.4 Years worked in the Monitoring and Evaluation Role

The research resolved to ascertain the duration to which the various respondents had worked at the monitoring and evaluation role. Experience in any field increases knowledge and understanding of how the system works.

Table 5 :Years Worked in M&E Role

M&E Experience (Years)	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 5	22	48.9	48.9	48.9
6 to 10	15	33.3	33.3	82.2
less than 1	6	13.3	13.3	95.6
More than 10	2	4.4	4.4	100.0
Total	45	100.0	100.0	

Source: Researcher, 2020

The responses in table 5 above reveal that the majority,22(48.9%) had worked for a period ranging between 1-5 years followed by 15 (33.3%) who has been working for between 6-10 years, 6 (13.3%) had worked for less than 12 months in monitoring and evaluation by the time the data collection was done while the least, 2(4.4 %) had worked on the role for more than 10 years. This implies that majority of the employees had been working on the role for a reasonable number of years and therefore had knowledge and experience that was necessary to respond to the questions relating to this study.

4.3.6 Presentation of Research Analysis, Findings, and Interpretation

Table 6: Monitoring and Evaluation Plan

Statements	S D	Disagree	Neutral	Agree	Strongly Agree	Mean	SD Dev
Project managers, evaluators, donors and other stakeholders participate in the designing/formulation of the M&E plan	0 (0.0 %)	0(0.0%)	7(15.6 %)	21(46.7%)	17(37.8%)	4.22	0.704
M&E plans clearly defines the roles of project staff members and stakeholders early on in terms of who would be in charge of what activities, including communications, project management, project design and implementation, data collection, data analysis, reporting etc.	0 (0.0 %)	0 (0.0%)	2 (4.4%)	30 (66.7%)	13 (28.9%)	4.24	0.529
The M&E plan is flexible so adjustments can be made anytime within the context of the work plan to account for issues that may arise during the M&E process.	0 (0.0 %)	3 (6.7%)	4 (8.9%)	28 (62.2%)	10 (22.2%)	4.00	0.769
M&E work plan includes an effective strategy for internal dissemination of data among the project team, as well as wider dissemination among stakeholders, donors and external audiences.	0(0. 00%)	2(4.4%)	1(2.2%)	31(68.9%)	11(24.4%)	4.13	0.661
M&E plan influences project performance in your organization.	0 (0.0%)	0 (0.0%)	5 (11.1%)	24 (53.3%)	16 (35.6)	4.24	0.645

Source: Researcher, 2020

To measure the impact of monitoring plan, the study developed five statements. Out of 45 respondents, 7 (15.6%) respondents were neutral, 21(46.7%) agreed and 17(37.8%) strongly agreed with the statement that project managers, evaluators, donors and other stakeholders participate in the designing/formulation of the M&E plan. Secondly, 2 (4.4%) of those interviewed were neutral, 30 (66.7%) agreed and 13 (28.9%) strongly agreed with the statement that M&E plans clearly defines the roles of project staff members and

stakeholders early on in terms of who would be in charge of what activities, including communications, project management, project design and implementation, data collection, data analysis, reporting etc. on whether M&E plans are flexible to the extent that adjustments can be made anytime within the context of the work plan to account for issues that may arise during the M&E process, out of the 45 respondents, 3 (6.7%) disagreed, 4 (8.9%) were not sure and hence were neutral, 28 (62.2%) agreed and 10 (22.2%) strongly agreed with the statement. Also, about the statement that M&E work plans include an effective strategy for internal dissemination of data among the project team, as well as wider dissemination among stakeholders, donors and external audiences; out of the 45 respondents who participated in the study, 2(4.4%) disagreed, 1(2.2%) was neutral, 31(68.9%) agreed and 11(24.4%) strongly with the statement. Finally, when asked about whether M&E plans influence project performance in their organizations, 5 (11.1%) were not sure, 24 (53.3%) agreed and 16 (35.6) strongly agreed with the statement. It could be concluded that good monitoring and Evaluation Plans have an impact on performance of non-governmental based maternal health projects as shown by a high mean value of above 4.0 (Agree) and a lower dispersion from the mean, indicating majority of the respondents agree that monitoring and evaluation plans affect the performance.

Table 7: Human Resource Capacity in M&E

Statements	SD	Disagree	Neutral	Agree	Strongly Agree	Mean	SD Dev
There are regular trainings on monitoring & evaluation	0(0.0%)	2 (4.4%)	6(13.3%)	35(77.8%)	2 (4.4%)	3.82	0.576
There is an in-service training and mentoring on M&E	0(0.0%)	0(0.0%)	4(8.9%)	27(60.0%)	14(31.1%)	4.22	0.599
Technical support increases the staff knowledge on monitoring and evaluation	0(0.0%)	3(6.7%)	3(6.7%)	21(46.7%)	18(40.0%)	4.20	0.842
The staff have a credible competency level on monitoring & evaluation	2(4.4%)	0(0.0%)	4(8.9%)	31(68.9%)	8(17.8%)	4.02	0.698
There is a well-defined job description for the staff that undertake M&E functions	0(0.0%)	1(2.2%)	4(8.9%)	27(60.0%)	13(28.9%)	4.16	0.673
Human resource capacity influences project performance in your organization	1(2.2%)	2(4.4%)	4(8.9%)	24(53.3%)	14(31.1%)	4.07	0.889

Source: Researcher, 2020

The study also wanted to ascertain whether human resource capacity has any impact on monitoring and evaluation of health projects using six questions. Out of the 45 respondents, 2 (4.4%) disagreed, 6(13.3%) were neutral, 35(77.8%) agreed and 2 (4.4%) strongly agreed that there are regular trainings on monitoring & evaluation in their organizations. When asked whether there are in-service training and mentoring on M&E, 4(8.9%) were neutral 27(60.0%) agreed and 14(31.1%) strongly agreed with the statement. On the issue of whether technical support increases the staff knowledge on monitoring and evaluation, out of the 45; 3(6.7%) disagreed, 3(6.7%) were not sure, 21(46.7%) agreed and 18(40.0%) strongly agreed with the statement. When asked their opinion on whether staffs in their respective organizations a credible competency level on monitoring & evaluation have; 2(4.4%) strongly disagreed, 4(8.9%) could not tell with certainty, 31(68.9%) agreed that

they do have and 8(17.8%) strongly agreed that staff have credible competence. Out of the 45 respondents, 1(2.2%) disagreed, 4(8.9%) neither agreed or disagreed, 27(60.0%) agreed and 13(28.9%) strongly agreed that there are well-defined job descriptions for the staff that undertake M&E functions. Finally, on whether Human resource capacity influences project performance in their respective organizations; 1(2.2%) strongly disagreed, 2(4.4%) disagreed, 4(8.9%) were neutral, 24(53.3%) agreed and 14(31.1%) strongly agreed. Except for the statement on regular trainings on monitoring and evaluation which has a mean lower than 4 (3.82), all the others have a mean value greater than 4 (Agree) indicating that majority of those interviewed agreed that human resource capacity in monitoring and evaluation affects the performance of non-governmental based maternal health projects.

Table 8: Management Information System (IT) in M&E

Statements	SD	Disagree	Neutral	Agree	Strongly Agree	Mean	SD Dev
The information system is well documented adheres to standards, is usable and is easy to maintain.	0(0.0%)	0(0.0%)	7(15.6%)	28(62.2%)	10(22.2%)	4.07	0.618
This information system provides scientific monitoring and evaluation of projects in terms of the outcomes and its impacts based on performance indicators developed during the conception phase of each project.	1(2.2%)	0(0.0%)	1(2.2%)	30(66.7%)	13(28.9%)	4.20	0.694
The information system is a usable system through which you can publish project information and easily retrieve accurate projects reports.	0(0.0%)	1(2.2%)	3(6.7%)	19(42.2%)	22(48.9%)	4.38	0.715
The current information system needs improvement to make it more efficient.	0(0.0%)	2(4.4%)	8(17.8%)	23(51.1%)	12(26.7%)	4.00	0.798

Source: Researcher, 2020

On whether Management Information Systems influence monitoring and evaluation, the study prepared four statements that the respondents could agree or disagree with. Of all the 45 monitoring and evaluation staff, 7(15.6%) were neutral, 28(62.2%) agreed and

10(22.2%) strongly agreed that information systems in their organizations are well documented, adhere to standards, are usable and are easy to maintain. Also 1(2.2%) strongly disagreed, 1(2.2%) were neutral, 30(66.7%) agreed and 13(28.9%) strongly agreed with the statement that information system provides scientific monitoring and evaluation of projects in terms of the outcomes and its impacts based on performance indicators developed during the conception phase of each project. On the statement that information system is a usable system through which you can publish project information and easily retrieve accurate projects reports, 1(2.2%) disagreed 3(6.7%) were neutral, 19(42.2%) agreed and 22(48.9%) strongly agreed with the statement. Finally, 2(4.4%) disagreed 8(17.8%) were neutral, 23(51.1%) agreed and 12(26.7%) strongly agreed with the statement that their organizations current information system needs improvement to make it more efficient. Generally, the average mean for all the statements is greater than 4 (agree) indicating that majority of those interviewed agreed that management information system (IT) in monitoring and evaluation influences the performance of non-governmental based maternal health projects.

Table 9: Stakeholders Participation in M&E

Statements	SD	Disagree	Neutral	Agree	Strongly Agree	Mean	SD Dev
The project engages the participation of stakeholders in project design, implementation, monitoring and reporting.	0(0.0%)	3(6.7%)	8(17.8%)	30(66.7%)	4(8.9%)	3.78	0.704
Stakeholders participate in monitoring and evaluation through review meetings or public hearings.	0(0.0%)	0(0.0%)	5(11.1%)	31(68.9%)	9(20.0%)	4.09	0.557
Stakeholders are frequently involved in M&E of projects either monthly, quarterly, or yearly.	0(0.0%)	0(0.0%)	11(24.4%)	20(44.4%)	14(31.1%)	4.07	0.751
Stakeholder involvements contribute to achievement of key project activities/ milestones.	0(0.0%)	0(0.0%)	3(6.7%)	28(62.2%)	14(31.1%)	4.24	0.570

Source: Researcher, 2020

It is alleged that state holder participation is essential in all project aspects from planning to implementation and monitoring and evaluation. The study used four statement to gather monitoring and evaluation staff opinions on effect of stakeholder participation. Out of the staff who completed the survey, 3(6.7%) disagreed, 8(17.8%) were neutral, 30(66.7%) agreed and 4(8.9%) strongly agreed with the statement that project engages the participation of stakeholders in project design, implementation, monitoring and reporting in their respective organizations. About the statement that Stakeholders participate in monitoring and evaluation through review meetings or public hearings; 5(11.1%) were neutral, 31(68.9%) agreed and 9(20.0%) of the respondents strongly agreed with the statement. Also, on the statement that Stakeholders are frequently involved in M&E of projects either monthly, quarterly or yearly; 11(24.4%) remained neutral to the statement, 20(44.4%) agreed with it and 14(31.1%) strongly concurred with the statement. Finally,

out of the 45; 3(6.7%) were neutral, 28(62.2%) agreed and 14(31.1%) strongly agreed with the statement that stakeholder involvement contribute to achievement of key project activities/ milestones. Apart from “The project engages the participation of stakeholders in project design, implementation, monitoring and reporting” which has a mean value of less than 4 (3.78) all the others have mean value greater than 4 (agree), indicating that majority of those interviewed agreed that stakeholder’s participation in monitoring and evaluation affects influences the performance of non-governmental based maternal health projects.

Table 10: Performance of Maternal Health Projects

Indicator	Very Poor	Poor	Fair	Good	Excellent	Mean	SD Dev
(a) Timely completion	0(0.0%)	2(4.4%)	11(24.4%)	16(35.6%)	16(35.6%)	4.11	0.885
(b) Projects are meeting quality standards	0(0.0%)	0(0.0%)	8(17.8%)	28(62.2%)	9(20.0%)	4.02	0.621
(c) Project completion is within the budget	0(0.0%)	2(4.4%)	7(15.6%)	24(53.3%)	12(26.7%)	4.02	0.783
(d) Achievement of goals and objectives	0(0.0%)	0(0.0%)	6(13.3%)	19(42.2%)	20(44.4%)	4.31	0.701

Source: Researcher, 2020

This section sought to rate project performance generally in the respondent’s respective organization under four indicators. On timely completion of maternal health projects, 2(4.4%) of the respondents felt that their organization ranked poorly, 11(24.4%) ranked their organization fairly, 16(35.6%) good and 16(35.6%) excellent. When asked if the projects met quality standards; 8(17.8%) of the respondents indicated that projects fairly met quality standards, 28(62.2%) ranked project quality as good and 9(20.0%) excellent. Out of the 45 respondents; 2(4.4%) felt projects ranked poor in sticking to the budget,

7(15.6%) ranked fairly, 24(53.3%) felt that projects ranked well as much as sticking to the budget was concerned and 12(26.7%) felt projects excellently stuck within their allocated budget to completion. Finally, projects have goals and objectives to meet. Of the 45 staff, 6(13.3%) were of the opinion that projects fairly achieved goals and objectives, 19(42.2%) better achieved goals and objectives set and 20(44.4%) felt that projects excellently achieved.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

Considering the research goals, this chapter contains the discussion of research findings, conclusions and recommendations. The discussion tries to link and shows how the research finding compare with existing literature. The study's recommendations have important policy implications. The chapter also discusses the study's flaws and makes recommendations for further research.

5.2 Discussions

The main purpose of the study was to assess the effect of monitoring and evaluation systems on non-governmental based maternal health projects performance in Nairobi County. The monitoring and evaluation system components assessed include monitoring and evaluation plans, human resource capacity, information systems adoption and stakeholder participation.

5.2.1 Monitoring and Evaluation Plans and Performance of Non-Governmental Based Projects.

From the study findings, monitoring and evaluation plans, according to the opinions of most of the surveyed monitoring and evaluation staff contribute to the performance of non-governmental health-based projects. The study findings agree with Prabhakar, (2008), study results who found out that M&E plan is a framework that helps track and assess the outcomes of interventions over a program's lifetime and greatly affects how a project performs. Further, Phiri's (2015) asserts that monitoring and evaluation plans clearly

articulate all the duties of the personnel and stakeholders involves in a projects and guides project outcomes and objectives. Both agree with the results that monitoring and evaluation plans influence how the projects outcomes will be achieved.

5.2.2 Human Resource Capacity and Performance of Non-Governmental Based Projects

The findings show that regular trainings on monitoring and evaluation were neither common nor popular as indicated by a relatively low mean value of 3.78, however, the respondents agreed that there is in-service training and mentoring on M&E in their organizations, technical support increases the staff knowledge on monitoring and evaluation, their monitoring and evaluation staff have credible competency level on monitoring & evaluation and there is a well-defined job description for the staff that undertake M&E functions.

The study finds concur with Tengan et al., (2014), who found out that projects owed their successful implementation and performance equally to those responsible for overseeing their design and implementation processes. These findings are also in agreement with Tidac and Pivac (2014) who looked at the link between human resources capacity and projects performance and found that monitoring and implementation program staff should receive incentives, be provided with adequate training and guided sufficiently time in order for them to play their rightful role in monitoring projects success.

5.2.3 Information System Adoption and Performance of Non-Governmental Based Projects

The findings showed that majority of non-governmental organizations with MHPs had an information management system which provided scientific monitoring and evaluation of projects in terms of the outcomes and its impacts based on performance indicators developed during the project conception, that the system in place helped the organizations to publish information as well as retrieve accurate projects reports. The respondents further agreed that the information management systems currently present in their organizations needed an upgrade to enhance its efficiency. These findings prove that a knowledge and information management system has a strong impact on performance of maternal health projects that are implemented by non-governmental organizations.

These findings are similar to Kahura (2013)'s assertions that investing more in easy, applicable and current knowledge management technologies such as handheld devices will significantly enhance collection of data and analysis and provide instant data access for information management, quality decision-making and better planned interventions. Further the findings support the WHO (2008) report, which emphasized that up to date technology adoption in monitoring and evaluation is vital in its strengthening project design implementation and overall success.

5.2.4 Stakeholder Participation and Performance of Non-Governmental Based Projects

The study findings show that although the non- governmental organizations engaged the various stakeholders in project design, implementation, monitoring and reporting, the respondents felt that the engagement was not enough, and something needs to be improved as shown by a relatively lower mean value of 3.78.

The findings also showed that the frequency with which stakeholders were involved in monitoring and evaluation of projects ranged from monthly, quarterly and also yearly depending on the project lifecycle. Generally, the results show that the respondents agreed that stakeholder involvement contributed to achievement of key project activities/ milestones of non-governmental based maternal health projects. These findings are supported by the results by Simister (2015) who found out that engaging stakeholders in the monitoring and evaluation process ensures that superior data is generated and that its analysis is performed to the highest standards. Moreover, participation ensures project acceptance and ownership which contribute to smoother implementation and hence good results.

Lastly, when asked to overall rank the maternal health projects delivery using four indicators; timely completion, Projects quality standards, Project operating within the budget and achievement of goals and objectives, the findings show that generally majority of the respondents felt that project delivery ranked highly. This however does not indicate that there are no areas of improved detected.

5.3 Summary of Main Findings

The study examined the effect of M&E systems on the performance of Nairobi County MHPs. The study targeted NGOs dealing with maternal health in Nairobi county specifically the monitoring and evaluation sections. A total of 45 complete questionnaires were returned and the data recorded and analyzed using SPSS.

The study results generally showed that monitoring and evaluation staff in these organizations felt that the four aspects of monitoring and evaluation; monitoring and evaluation plans, human resource capacity, information systems adoption and stakeholder

participation when done correctly positively influenced project performance positively as shown by majority agreeing and strongly agreeing with most of the study statements.

5.4 Conclusions

According to the results, the study could therefore conclude that monitoring and evaluation plans clearly defined the roles of project staff members and stakeholders in terms of the activities to be undertaken and the persons to held responsible for the implementation of such. This points to the critical role that monitoring and evaluation plans play in MHP performance. It could also be concluded that, it is imperative to engage all relevant stakeholders as much as much in the whole project cycle from design to monitoring and evaluation, hence the positive influence on MHP performance in Nairobi County.

Monitoring and evaluation is a highly specialized profession as indicated by the number of staff with advanced training. This simply could be interpreted to translate to highly competent and qualified personnel, contributed also by constant and regular on job training various monitoring and evaluation functions. The study therefore concludes that well equipped human resource capacity in M&E was an essential component had a positive influence on the performance of Non-governmental based MHPs in Nairobi County.

Lastly, with an up-to-date information system the non-governmental based Maternal health organization could collect data, monitor and evaluate project in time and accurately informing robust and timely decision making that is believed to translate to a positive impact on the performance of Non-governmental based MHPs in Nairobi county.

5.5 Recommendations

The study proposes that stakeholders should be engaged more in the planning, design, execution, monitoring and assessment of projects. The project executor should ensure that stakeholders meet periodically to review the progress of the project. Also project beneficiaries form an essential part of the stakeholders and should be sensitized and involved more on project design and implementation.

There is need to constantly enhance the skill capacity of the monitoring and evaluation staff through regular training on different aspects of monitoring and evaluation including the best practice and emerging methodologies as such influences the performance and outcome of projects. In additions, considering that monitoring and evaluation involves working with data, it is important for non- governmental organizations to invest in a good information management system since it will ensure standardization of processes as well as protection and efficiency when handling the data and information.

5.6 Areas for Further Research

This study was confined to M&E system factors that affect the performance of non-governmental based maternal health projects in Nairobi County. The study recommends that further research be carried out in other counties and also in other sectors, such as education and agriculture, where there are numerous active NGOs in order to establish if the findings could be replicated. Finally, more research should be carried out on other factors influencing M&E processes, such as organizational structures, the choice of tools and techniques used and the role of management.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam

RE: VOLUNTARY PARTICIPATION IN DATA COLLECTION

I am a postgraduate student at the Africa Nazarene University undertaking a research project on “**The Effect of Monitoring and Evaluation Systems on the Performance of Non-Governmental Based Maternal Health Projects in Nairobi County, Kenya.**” Your organization has been selected for this study and you have been selected to fill the questionnaire. Kindly respond to the questions in the attached questionnaire. The information provided will exclusively and solely be used for academic purposes and will be treated with the confidentiality it deserves.

Your cooperation will be highly appreciated.

Yours Faithful

Vincent Kiplangat

Master of Arts Student

Appendix II: Questionnaire for Project Staff

Dear respondent, this questionnaire is about monitoring and evaluation system in your organization and how the M&E system influence performance of maternal based projects in your organization. Please answer all questions objectively and as honestly as possible. Your information will be kept private and confidential.

SECTION A: General Information about the Respondents

NGOs Name:

Area of Operation:

Project Using M&E system:

Respondent Position:

1. Gender of the respondent: {Please tick one (✓)}

Female () Male ()

2. Age of the respondent: {Please tick one (✓)}

18-24 () 25-35 () 36-45 () 46-50 () 50 and above ()

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

Masters/Phd () Bachelor Degree () Diploma/Advance diploma ()

4. How long have you been working in the M&E department? {Please tick one (✓)}

Less than 1 year () 1-5 years () 6-10 years () More than 10 years ()

SECTION B: Monitoring and Evaluation Plan

Please give your opinion with respect to the following statements using a Likert Scale of 1-5 regarding M&E plan by ticking (✓) the appropriate response in the section below.

1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Parameters	1	2	3	4	5
Project managers, evaluators, donors and other stakeholders participate in the designing/formulation of the M&E plan					
M&E plans clearly defines the roles of project staff members and stakeholders early on in terms of who would be in charge of what activities, including communications, project management, project design and implementation, data collection, data analysis, reporting etc.					
The M&E plan is flexible so adjustments can be made anytime within the context of the work plan to account for issues that may arise during the M&E process.					
M&E work plan includes an effective strategy for internal dissemination of data among the project team, as well as wider dissemination among stakeholders, donors and external audiences.					
M&E plan influences project performance in your organization.					

SECTION C: Human Resource Capacity in M&E

Please give your opinion with respect to the following statements using a Likert Scale of 1-5 regarding human resource capacity in M&E by ticking (✓) the appropriate response in the section below.

Parameters	1	2	3	4	5
There are regular trainings on monitoring & evaluation					
There is an in-service training and mentoring on M&E					
Technical support increases the staff knowledge on monitoring and evaluation					
The staff have a credible competency level on monitoring & evaluation					
There is a well-defined job description for the staff that undertake M&E functions					
Human resource capacity influences project performance in your organization					

SECTION D: Management Information System (IT) in M&E

Please give your opinion with respect to the following statements using a Likert Scale of 1-5 regarding information technology in M&E by ticking (✓) the appropriate response in the section below.

Parameters	1	2	3	4	5
The information system is well documented adheres to standards, is usable and is easy to maintain.					
This information system provides scientific monitoring and evaluation of projects in terms of the outcomes and its impacts based on performance indicators developed during the conception phase of each project.					
The information system is a usable system through which you can publish project information and easily retrieve accurate projects reports.					
The current information system needs improvement to make it more efficient.					

SECTION E: Stakeholders Participation in M&E

Please give your opinion with respect to the following statements using a Likert Scale of 1-5 regarding stakeholder participation in M&E by ticking (✓) the appropriate response in the section below. **agree**

Parameters	1	2	3	4	5
The project engages the participation of stakeholders in project design, implementation, monitoring and reporting.					
Stakeholders participate in monitoring and evaluation through review meetings or public hearings.					
Stakeholders are frequently involved in M&E of projects either monthly, quarterly or yearly.					
Stakeholder involvement contribute to achievement of key project activities/ milestones.					

SECTION F: Performance of Maternal Health Projects

Please rate the performance of projects in your organization, 1 being poor and 5 being very well, based on the following performance indicators:

Indicator	Rank	Percentage (%)
(a) Timely completion		
(b) Projects are meeting quality standards		
(c) Project completion is within the budget		
(d) Achievement of goals and objectives		

Appendix III: List of Sampled Maternal Health Based NGOs in Nairobi County

- | | |
|---|--|
| 1. Action in Africa International | 19. International Centre for reproductive Health |
| 2. Africa Health and Reproduction | 20. Julikei International Women and Youth Affairs |
| 3. AMDA International, Kenya | 21. Kenya Association for Maternal and Neonatal Health |
| 4. Amnesty International | 22. Marie Stopes Kenya |
| 5. Amref Health Africa | 23. Pathfinder International |
| 6. Care International | 24. Planned Parenthood Global Africa Regional Office |
| 7. Child Survival and Development international | 25. Program for Appropriate Technology in Health |
| 8. Clinton Health Access Foundation | 26. Reproductive Health Hazard Watch |
| 9. Engender Health | 27. Reproductive Health Services |
| 10. EpicCare International | 28. Sisters Beyond Boundaries |
| 11. Family Care International | 29. Special Provisions for less fortunate |
| 12. Family Health international | 30. The Sanctuary |
| 13. Family Health Options Kenya | 31. Victoria family health association |
| 14. Family Life Promotion and Services | 32. World Hope Foundation |
| 15. Global Alliance for Africa | 33. Indiana Institute for Global Health-Kenya |
| 16. HealthNet International | |
| 17. Hope Africa | |
| 18. IMA Word Health | |

34. Health care Alliance International
35. Providence Whole Care International
36. Health Support International
37. Beacon of Hope
38. Better Poverty Eradication Organization
39. Child life International Humanitarian and Charitable One Trust Kenya.
40. Magna Children at Risk
41. Medical Assistance in Africa
42. Mothers to Mothers Kenya
43. Programme for Appropriate Technology in Health
44. Riders for Health
45. Save the Children
46. Centre for Public Health and Development
47. Upendo Children Development organization
48. Vision Africa Give a Child a Future
49. Christian Children Fund Inc
50. Christian Mission Aid
51. Aid African Concern
52. Africa Family Care International
53. Community Health Initiatives Network
54. Community Health Services International (COHESION)
55. Community Health and Social Services
56. Health Action and Research Network
57. Health and Development Initiative Programme.
58. Health Environment, Literacy & (HELP)
59. Health – Link Charity Mission
60. Health Management Agency
61. Health Network International
62. Healthcare International
63. Help Child/Mother Organization
64. Heritage Childline Kenya
65. Institute for Reproductive Health and Training

66. Kenya Child and Family Development Organization
67. Kenya Family Development Association
68. New Life Mission Kenya
69. Teenage Mothers and Children Family
70. Teenage Mothers and Girls Association of Kenya
71. Teenager and Single Mothers Health and Development (TASMHADDA) Health Program
72. Population and Health Services
73. Poverty Africa-Kenya
74. Safe World International Kenya
75. Spring Hope and Health International
76. Victorial Family Health Association
77. Wema Integrated Health Services
78. Social Health Education Unilateral Development Program (SUDEP)
79. Program for Rehabilitation of Women in Socio-Economic Difficulties
80. Primary Health and Evangelism Organization of Kenya

Appendix IV: ANU Research Authorization Letter



4th, August 2020

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 17M03DMME031

The Director,
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi, Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: VINCENT KIPLANGAT

Mr. Vincent is a postgraduate student of Africa Nazarene University in the Master of Arts in Monitoring and Evaluation (MME) program.

In order to complete his program, Mr. Vincent is conducting a research entitled: **"The Effect of Monitoring and Evaluation Systems on the Performance of Non-Governmental Based Maternal Health Projects in Nairobi County, Kenya"**






Any assistance offered to him will be highly appreciated.

Yours Faithfully,



For DR. Kimani Gichuhi,
MBA, Coordinator,
School of Business,
Africa Nazarene University.

Appendix IV: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 895394	Date of Issue: 12/August/2020
RESEARCH LICENSE	
	
This is to Certify that Mr.. Vincent Kiplangat of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: THE EFFECT OF MONITORING AND EVALUATION SYSTEMS ON THE PERFORMANCE OF NON-GOVERNMENTAL BASED MATERNAL HEALTH PROJECTS IN NAIROBI COUNTY, KENYA for the period ending : 12/August/2021.	
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