MONITORING AND EVALUATION PRACTICES AND GOVERNANCE IN HOPE
WORLDWIDE KENYA.

KEN KIHUMBA KINYANJUI

18J03ETME006

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF POST-GRADUATE DIPLOMA IN
MONITORING AND EVALUATION IN THE BUSINESS SCHOOL OF AFRICA
NAZARENE UNIVERSITY

2020

DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

Name of student: Ken Kihumba

Signature: --- Date: ---------------------------------------

This research was conducted under my supervision and is submitted with my approval as university supervisor.

Name of supervisor: Dr. Wanjiru Nderitu

Signature: -   Date: 25th AUG 2020

Africa Nazarene University,

Nairobi, Kenya

DEDICATION

I dedicate this work to my loving and ever supportive parents Mr. John Kinyanjui and Mrs. Lucy Kinyanjui.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

This study seeks to examine monitoring and evaluation (M&E) practices and governance in Hope Worldwide Kenya. The specific objectives were; to determine the role of monitoring and evaluation planning in promoting governance at Hope Worldwide Kenya, to establish the role of stakeholders' engagement on governance at Hope Worldwide, to assess the role of capacity building on governance at Hope Worldwide and to identify the role of M&E accountability on governance at Hope Worldwide Kenya. The study adopted Evaluation Theory and New Public Management (NPM) as these theories informed this study by M&E effectiveness practices. The target population of this study was 600 employees of Hope Worldwide Kenya in Kiambu County. A descriptive research design was used in the study. Stratified random sampling was used to determine the sample size of 180 using Mugenda Mugenda (2003) narrative of 30% of the total population out of whom 141 responded giving a response rate of 78%. 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 for ease of interpretation. Tables and figures were used to analyze and interpret the data. The data was then analyzed using descriptive statistics and Statistical Package for Social Sciences (SPSS V.21 software). The study found out that 41.8% M&E planning practice in Hope Worldwide is effective, 25.5% very effective, 17.7% ineffective and 14.9% very ineffective. 82.3% of the respondents agreed that stakeholders' engagement is important in governance. The study recommends that the management should outline the weak point of the planning practice and put more strategies to up lift the planning process and link it to governance. Also the decision making process of stakeholders should be efficient enough to appeal to the understanding of the management team of the organization. The organization should invest in the allocation of resources for the M&E capacity building and ensure recognition and integration of governance of management and finally accountability being a key determinant in governance of Hope Worldwide Kenya it should be recognized by donors and practitioners in organizations by ensuring the prudent use of resources.

ACKNOWLEDGMENTS

The compilation of this research project would not have been finalized without the input, support, criticism, as well as valued sacrifice of various persons. First of all, I acknowledge and appreciate the Almighty God for granting me the grace to pursue this academic program. I wish to acknowledge my supervisor, Dr. Wanjiru Nderitu for her guidance, mentorship and support during my study. I really appreciate her meticulous attention to detail, her patience with me for being friendly, approachable and having a genuine interest in supporting me academically. Additionally, I wish to acknowledge my lecturers who took their time to ensure that I succeeded in this program. The success of this work could not have been achieved without them. My heartfelt gratitude goes to my family members for the encouragement during this proposal writing. To all my classmates who have contributed greatly to my understanding of very useful concepts used in this study. Lastly, to all my friends who have made numerous contributions in ideas, time and other resources. I value you all.

LIST OF ABBREVIATIONS

M&E: Monitoring and Evaluation

UNDP: United Nations Development Program

SPSS: Statistical Package for the Social Sciences

NGOs: Non-Governmental Organizations

NPM: New Public Management

HENNET: Health NGO's Network

DEFINITION OF TERMS

Monitoring: The process of routinely and consistently gathering information on the process of project implementation.

Evaluation: It involves the application of rigorous methods to assess the extent to which a program has achieved its defined objectives.

M&E Planning: This is the process by which project monitoring and evaluation is conducted specifying details such as who will be in charge, who will collect information and so on. M&E planning in this study generally outlines the underlying assumptions on which the achievement of project goals depends, the anticipated relationships between activities, outputs, and outcomes (the logical framework). Planning clarifies the scope of the assessment in any project where the main purpose of the evaluation is identified through planning.

Governance: The development of policies and continuous monitoring of how they are implemented by the members of the governing body. It may also mean mechanisms necessary in balancing the powers of the leaders.

Capacity Building: It is the process that institutions and individuals undergo to improve and retain the skills, knowledge, and tools needed to perform a certain work. In this research capacity building is a major component of the projects across Kenya, and this calls for investment in training and human resource through good governance.

Stakeholders Engagement: Refers to the key strategy to win support to the M&E practice, to gain commitment to the project, and ultimately increase the chances for sustainability after the project has been completed. In this study stakeholders engagement increases the confidence of the organization which is essential for key economic activities, most notably finance; and important for the success of any projects, programs and regulations that depend on cooperation and compliance of stakeholders.

Accountability: Refers to the practice which is seen as a supporting governance function which encompasses the entire management operating systems and culture of the organization). Accountability practice is aligned to the field of auditing, compliance and performance

management. In this study, M&E for accountability plays an oversight role and it is a form of civil oversight which comes about when citizens hold government accountable for the use of funds and performance on programs.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

This research project examines the role of monitoring and evaluation practices in promoting governance at NGOs with a specific focus on Hope Worldwide Kenya, an NGO in Kiambu County. This chapter covers the background of the study, M&E practices, governance, statement of the problem, the study objectives, research questions, significance of the study, the scope, limitations and delimitations of the study, and conceptual framework.

1.2 Background of the Study

All organizations in the world are strong because of governance and human resource capabilities. Any organization without governance is deemed as dead (Musomba, 2013). Good and corporate governance is the most important in the project management because without it no completion of the project will be possible. The UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that corporate governance is vital for an effective monitoring and evaluation. Cole (2012) argued that governance among the organizations brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided.

Monitoring and Evaluation practices have gained dominance over the past two decades and the practice of good governance can be traced back thousands of years (Roza, 2013). M&E is defined as a process of continual gathering of information and assessment of it in order to determine whether progress is being made towards pre-specified goals and objectives. It also highlight whether there are any unintended (positive or negative) effects from a project and its activities. M&E is an integral part of the project cycle and of good management practice (Hunter, 2009).

Globally, evaluation was an established field where both in private and public sector have the path of results orientation by building or strengthening the economic wellbeing of people. Armstrong & Baron (2013) asserts that most public institutions and Non-Governmental Organizations (NGOs) view Monitoring and Evaluation (M&E) as a donor requirement rather than a management

tool for reviewing progress and identifying and correcting problems in planning or implementation of projects. In developing countries, the governments exist to ensure the socio-economic wellbeing of people, however, it is no secret that some governments experience certain challenges due to poor performance by most departments and that is why NGOs came into existence. Frequent protests from workers such as nurses and doctors are a clear evidence of the need to improve issues of governance (Armstrong & Baron, 2013).

According to National Survey of NGOs Report (2018), in developing countries governments and organizations are accountable to stakeholders and this requires them to both achieve expected outcomes and be able to provide evidence that demonstrates good governance. In Kenya, there are at least two protests of workers a month at county levels and threats of strikes by the workers at the national level is a frequent phenomenon. These happenings raise concerns whether government departments have monitoring and evaluation (M&E) systems in place or in cases where they exist are they effectively used. Essentially, to deliver on political manifestos and mandate of the government, there is a need to establish and strengthen M&E systems to provide important information on the progress made and challenges towards achieving direct developmental outcomes (National Survey of NGOs Report, 2018).

Furthermore, activists, civil societies, and opposition leaders in Kenya have been raising issues on accountability and transparency regarding the qualities of public services and whether citizens benefit from them. Therefore, this research traces the forces that prevailed upon Kenya's private sector and how monitoring and evaluation has influenced NGOs, including the acceptance of good governance in Hope Worldwide Kenya.

1.2.1 Governance

Governance is the specific ways in which a society organizes itself in order to make decisions, mediate differences, and exercise legal rights. Good governance in M&E has three main actors; the state, civil society, and the private sector. In this tripartite division of labor, the state creates an enabling political, economic, and legal environment; civil society facilitates political and social interaction; and the private sector generates jobs, goods, and services (Kenya Gazette Supplement No. 30 (Acts No. 18), 2013). Good governance is simply the harmonious interaction

of these three actors. More broadly, good governance describes an open and efficient way of conducting public affairs, managing public resources, and guaranteeing the realization of human rights. In this study good governance, is synonymous with democratic governance because it is participatory, transparent, and accountable.

Globally, countries have been coping with how to ensure efficiency and effectiveness in service delivery and enhanced governance (Perrin, 2012). The importance of M&E as a management tool for governance came to the fore and it became experience-focused learning for improved service delivery, planning and allocating resources optimally. Good governance clarifies and strengthens awareness and interest in government institutions by focusing on results.

According to Perrin, (2012) in Africa, governance indicators are measured in terms of inputs, processes, outputs, outcomes and impacts for development projects, programs, or strategies. The indicators enable the stakeholders to track progress, demonstrate results and take corrective action to improve service delivery and management decision-making by key stakeholders (Olum, 2015).

M&E systems should be created within an administrative system to ensure that there is an overall improvement in the structure of governance. Indeed, the use of M&E within such administrative institutions can aid in planning and policy-making, enhance various areas of program management, ensure smooth government control and coordination, and improve the involvement of various stakeholders (Olum, 2015). Therefore, the purpose of this chapter is to appraise literature regarding the role of monitoring and evaluation in promoting governance by focusing on four aspects of M&E in governing system.

1.2.2 Monitoring and Evaluation Practices

M&E practices worldwide have taken on a transformative and social justice emphasis where it demonstrates societal transformation which comes about when there is a greater transparency and accountability of its operations. It also supports the deepening of democracy. Monitoring and evaluation practice is made up of two diverse processes which are monitoring and evaluation. According to World Bank (2011) monitoring is the process of regular and systematic collection, analyzing and reporting information about project's inputs, activities, outputs, outcomes and

impacts. Therefore, monitoring is a way of improving efficiency and effectiveness of a project, by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated funds.

Monitoring is also defined as an internal function to a project and involves establishing indicators, setting up systems to collect information, analyzing the information and using the information to inform day to-day management. Monitoring is important since it necessitates the modification of activities if they emerge not to be achieving the desired results (Shapiro, 2011) While monitoring has been described as the systematic and routine collection of information from projects and programs, evaluation is a systematic process used to determine the merit or worth of a program or strategy in a specific context (Guskey, 2015)

1.2.2.1 M&E Planning

M&E planning is complete in terms of coverage for the purposes of giving an oversight on project direction during implementation and it must be consistent with the values at the heart of the organization and work in support of the strategy. Planning is an indicator of good governance which is one of the components of the project management methodology whose main aim is to achieve project success (Armstrong & Baron, 2012)

1.2.2.2 Stakeholders' Engagement

Stakeholders' engagement in development process is essential for building strong relationships between a state and its citizens for mutual accountability, responsive public service delivery, and social and economic inclusion of disadvantaged groups. Stakeholder participation enables support and ownership by a range of stakeholders, improves development processing and quality of entry. Therefore, it is important to ensure participation of the people being ruled on a number of issues, especially those that affect them directly. M&E can build confidence and trust between different actors and provide mutually acceptable solutions where there is governance standoff (UNDP, 2006).

1.2.2.3 Capacity Building

In NGOs capacity building goes hand in hand with governance since without the latter, the goals of capacity building cannot be achieved. It is for this reason that capacity building has been regarded as an effective component for policy change and growth. In Kenya, a number of organizations have attempted to invoke capacity issues to explain why policies that rightfully took off eventually fail or why most socio-economic development programs do not yield a positive outcome (Sarker and Alam, 2011).

1.2.2.4 Accountability

Monitoring and evaluation accountability has been adopted by most NGOs for quite some time. It has been used widely to examine challenges in the private sector by conducting readiness assessment, the types of developmental outcomes to monitor and evaluate how to report the findings, and how data can be used to sustain M&E in the non-governmental organizations (National Survey of NGOs Report, 2018). Indeed, the significance and use of M&E accountability tool in governmental and non-governmental organizations have been increasing since the citizens continue to question the services delivered to them and the heightening awareness of good leadership.

The importance of M&E in accountability has long been recognized by donors and practitioners across the globe, there has been a significant change in the understanding of its function. Essentially, monitoring and evaluation is closely linked with auditing, compliance, and management of performance. As a result, it plays an overall role of promoting oversight that occurs when citizens hold governments accountable for use of resources.

1.2.3 Non-Governmental Organizations in the World

In the world, NGOs have improved over the years, and they are recognized as key development actors at local, regional and international levels. NGOs have gained notable importance in the provision of public goods and developmental assistance (McGuire, 2013). The increase of NGO recognition can be partly attributed to their assumed ability to fill gaps in service-delivery as well

as their drive and tenacity in pursuing transformative agendas and equal relationships, through their people centered approaches (McGuire, 2013). NGOs have also gained recognition in the economic and political world as important actors in international political economy, based on projections of significant increases in numbers, membership, activities and financial resources.

The NGOs Act in the world indicates that non-governmental organizations operates in legal aid including agriculture; children; culture; disability; energy; education; environment and conservation generally; gender; governance; poverty eradication; health; housing and settlement; human rights; HIV/AIDS; information; informal sector; old age; peace building; population and reproductive health; refugees; disaster prevention, preparedness and mitigation; relief; Pastoralism and the marginalized communities; sports; water and sanitation; animal welfare; and youth.

Globally, technology is one of the key aspects which is playing a major role in monitoring and evaluation of projects in NGOs For example, organizations like ViewWorld (established in 2010), are collaborating with NGOs to use paperless data collections processes (monitoring) through smart phones, where they have introduced mobile data monitoring and evaluation of projects. In Kenya a web-based monitoring and evaluation (M&E) systems was developed for NGOs by Academy for Education Development (AED) and Advantech Consulting with funding from Rockefeller Foundation, which was launched in 2012. The main aim of the system was to allow NGOs to efficiently monitor and keep track of their activities and targets. This system was met to assist the NGOs to be able to engage with the Aid agencies (Chesos, 2010)

In Kenya, the existence of NGOs can be traced from the colonial times, where they mainly focused on welfare; however, this later changed to accommodate political actions and advocacy (Kameri-Mbote, 2000). Before the passing of the NGOs Co-ordination Act in 1990, which made provision for the registration and co-ordination of NGOs in Kenya (NGOs Co-ordination Act no. 19 of 1990), NGOs did not have any institutional and legislative framework to govern them (Kameri-Mbote, 2000). An NGO, according to the non-governmental organizations bill 2012, clause 22, is a private voluntary association of individuals or other entities, not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare in any of, but not limited to, the areas set out in the

First Schedule; includes a community based organization. Non-governmental organizations are therefore charitable institutions that make use of donor funds for charitable as well as public benefit purposes. NGOs are therefore created to enhance government efforts in developmental issues and supplement service delivery with funds received from multilateral organizations (donors).

1.3 Statement of the Problem

Monitoring and evaluation practices have significantly improved project performance through governance (Westland, 2006). The limitation of M&E practices application leads to poor governance of project management cycle. Advent of new tools, techniques and advances in project monitoring and evaluation methodologies gears performance of development projects. In many instances M&E practice is enforced as a donor requirement where 10% of overall project budget is reserved for purpose of M&E. Review of specific aspects of the practice of M&E and effect on governance has been limited to a few projects.

According to The Kenya social protection sector review (2012) Kenyan NGOs are faced with several challenges of inadequate resources. The monitoring and evaluation of social programs in Kenya is weak, and where it is done the information is not made public due to poor governance. In addition most NGOs do not have the ability to engage their stakeholders well who understand M&E practices and are able to develop appropriate tools; hence they end up with substandard M&E practices that don't meet either the managerial or donor needs (Chesos, 2010). Most NGOs in Kenya operate without strong M&E practices in place, which leads to failure of projects, and weak policies towards the achievement of goals and objectives of the organization.

Many studies have been conducted both locally and internationally on monitoring and evaluation practices and performance. For example, the study by Koffi-Tessio (2012) which was conducted in Ghana established that M&E systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management. Shapiro, (2011) on his study observed that M&E is a donor and not a management requirement where the poor acquisition of the appropriate M&E practices by NGOs is attributed to the organizations over emphasis on the physical infrastructure. Meyer (2012), Sollis (2013) and Vivian (2014) on their survey in East Africa found out that M&E affects the financial performance with

the growing global movements to demonstrate the accountability and tangible results due to poor governance. In Kenya Jaszczolt (2010) in his recommendations emphasized that NGOs need to be educated on M&E through handbooks in order to increase quality, establishment of a national professional association of evaluators to aid in developing technical skills among the M&E specialists, as well as develop a widely accessible depositor for evaluation reports in order to learn and promote good governance (Jaszczolt, 2010).

Despite the availability of theoretical information on M&E practices as a subject; the researcher has not found any study that has been done on the same in Hope Worldwide Kenya in specific. In Hope Worldwide Kenya, M&E practices are reported not to have adhered to for example, accountability for the funds from donors has been a great task (National Survey of NGOs Report, 2018), it is upon this gap that this study aimed to establish the role of M&E practices on good governance of NGOs at Hope Worldwide Kenya to fill and bridge the gap.

1.4 Purpose of the Study

The main purpose of the study was to establish Monitoring and Evaluation practices in promoting governance in Hope Worldwide Kenya.

1.5 Objectives of the Study

1. To determine the role of monitoring and evaluation planning in promoting good governance at Hope Worldwide Kenya.

2. To establish the role of stakeholders engagement in promoting good governance at Hope Worldwide Kenya.

3. To assess the role of capacity building in promoting good governance at Hope Worldwide Kenya.

4. To examine the role of M&E accountability in promoting good governance at Hope Worldwide Kenya.

1.6 Research Questions

The research questions will include:-

1. How does monitoring and evaluation planning promote good governance in Hope Worldwide Kenya?

2. How does the process of stakeholders' engagement promote good governance in Hope Worldwide Kenya?

3. How does capacity building promote good governance in Hope Worldwide Kenya?

4. How does accountability process promote good governance in Hope Worldwide Kenya?

1.7 Significance of the Study

The findings of this research are expected to help NGOs to understand how to achieve good governance through effective M&E practices. The knowledge on the importance of using M&E practices such as planning, stakeholders' engagement, capacity building and accountability will help the relevant stakeholders to implement these M&E practices to promote good governance and improve the performance of the organization. This research is expected to act as reference to future academic studies for scholars who seek to understand M&E practices and good governance. Furthermore, this study adds knowledge to existing information about the role of M&E practices on promoting good governance where the researchers interested in this area will use the findings of this study and its recommendations as a point of reference.

1.8 Scope of the Study

This study seeks to establish the role of Monitoring and Evaluation practices on promoting good governance in NGOs. The study population will be employees working at Hope Worldwide Kenya. The study will demonstrate the role of M&E as a promoter of good governance in NGOs. It will also illustrate the significance of a comprehensive, integrated, and coordinated M&E systems in ensuring stakeholders engagement, capacity building, and the use of evidence-based information in promoting good governance at Hope Worldwide Kenya. Most importantly, this research

recommends proactive intervention to deal with bad governance in the NGOs that leads to poor performance of their projects. The study will be conducted in the year 2020 from March to June.

1.9 Delimitations of the Study

The study was delimited to Hope Worldwide Kenya because it is practicing M&E practices in promoting governance through poverty eradication methods on the vulnerable communities. The study focused on the staff in the office of the Hope Worldwide Kenya in Kiambu County. For conclusive findings, all staff of Hope Worldwide Kenya would have been studied; nonetheless, it was not possible due to lack of time and resources

1.10 Limitations of the Study

Despite of its significance, this study encountered some limitations. The data collection was restricted to only Hope Worldwide Kenya organization, thus the sample was not wholly representative. However, the study assumed that since the sample was subjected to similar aspects and almost similar environment, the results findings was generalized to all NGOs in Kiambu County. Researcher did not get enough information required because some respondents were not willing and ready to answer the research questions asked due to confidentiality, this was mitigated by assuring the respondents that the study was for academic purposes. Most of the top managements were in and out of the office for their usual meeting thus not getting time to respond to the problem of the study. This was solved by creating a convenient time with them so that their part of response was included in the research.

1.11 Assumptions of the Study

The study assumed that valid, current, true and honest information was given by the respondents. The information would also be of helpful to the NGOs for they will know the effective M&E practices and improve the governance in their organizations.

1.12 Theoretical framework

Theoretical review of M&E practices on good governance summarize it as a means by which good governance defines the corporate missions and objectives and these can be explained further by the various theories namely; Evaluation Theory and New Public Management (NPM).

1.12.1 Evaluation Theory

This theory was founded by Donaldson, (2001) where it gives effective strategies for dealing with the problems regarding the evaluation process in monitoring and evaluation process. Evaluation theory compares the project impact with what was set to be achieved through planning. Evaluation theory is important to evaluation practice, which is a way of synthesizing prior experience. In any organization lack of knowledge would lead to an evaluator repeating past mistakes as well as failing to build on past successes (Shapiro, 2011)

In organizations evaluations of projects are mainly of two types that include formative and summative evaluations. Ika (2010) asserts that formative evaluation is concerned more with efficient use of resources to produce outputs and focuses on strengths, weakness, and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning. Formative evaluations are sometimes called interim or midterm evaluations. Summative evaluation is carried out at the end of the project and aims at determining how the project progressed, what went right and wrong and capture any lessons learned. Summative evaluation is geared towards guiding future projects by facilitating organizational learning by documenting good practices and mistakes. Outcome evaluation is concerned with extent to which the set objectives were achieved and how we can attribute the role of project to the outcomes in order to carry out monitoring evaluation effectively; there are some critical factors that must be taken into account.

A study done by Ika (2010) pointed out 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. M&E is even more critical than planning in achievement

of project success. This theory is relevant to this study as it plays several important roles in evaluation practice which are informative for initial needs assessment and program design. In this study evaluation theory assesses the organization's effectiveness in achieving its goals and in determining the relevance and sustainability of the organizations.

1.12.2 New Public Management (NPM)

This theory is for analyzing and understanding good governance in both public and private organizations. NPM is arguably one of the most influential theoretical drivers of public sector reforms in Africa. The theory is associated with positive, action-oriented phrases for example, reinventing government, re-engineering, revitalization of the public service, organizational transformation, total quality management, entrepreneurship, empowerment, downsizing, rightsizing, contracting out, outsourcing, steering rather than rowing, empowering rather than serving and earning rather than spending (ECA, 2010).

The New Public Management theory is relevant to this study because M&E requires management practices and techniques. M&E on good governance is to enhance efficiency, productivity, improved service delivery and accountability. It calls for a reduction in the exclusive reliance on public bureaucracy for service delivery to a system that advocates for the increased use of the private sector and non-governmental organizations (NGOs) as alternate mechanisms of service delivery.

1.13 Conceptual Framework

Conceptual framework on this study shows the relationship between M&E practices roles and good governance in NGOs which is the dependent variable and the independent variables which are M&E planning, stakeholders' engagement, capacity building and accountability. The relationship between the variables can be demonstrated and summarized in the diagram below:-

Independent Variables

Dependent Variable
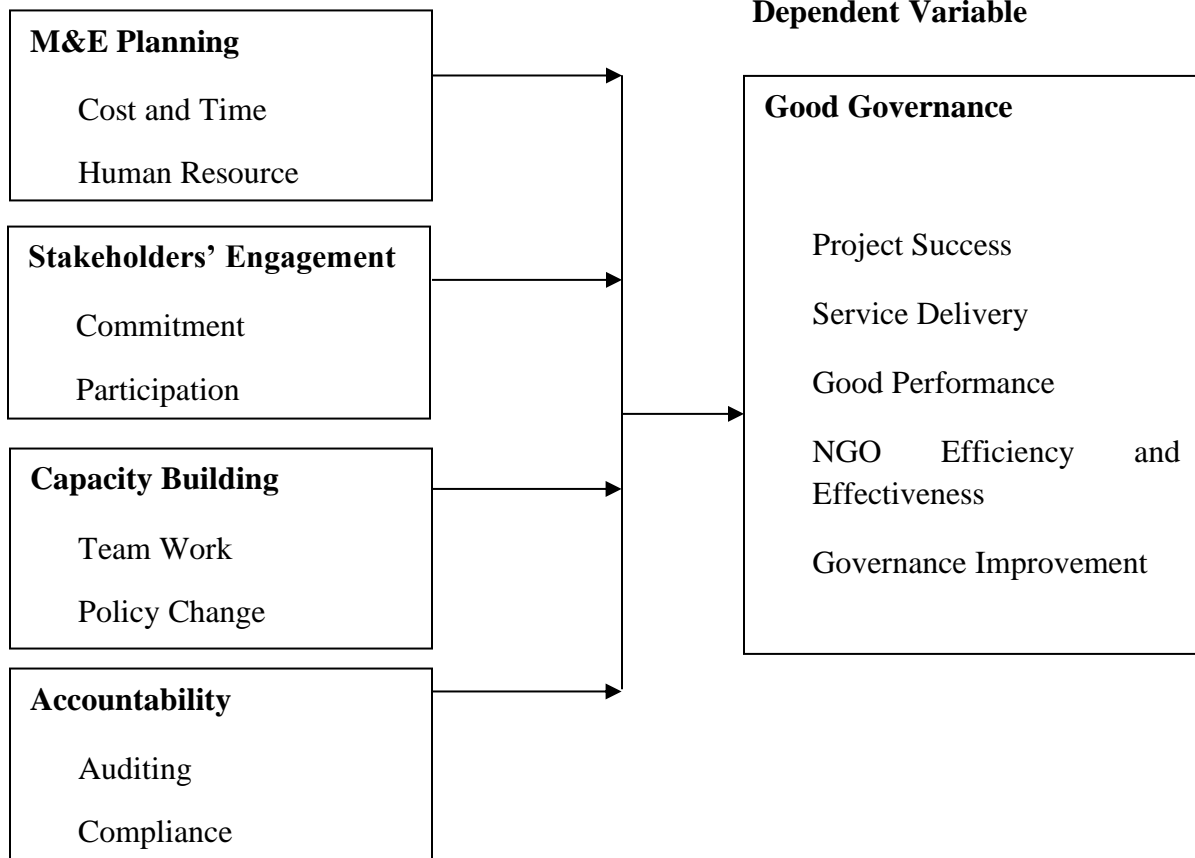
Figure 2.1: Conceptual Framework

Source: Author (2020)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the review of literature on the role of M&E practices on good governance. The chapter will address the theoretical framework, the empirical literature on the role of M&E planning, stakeholders' engagement, capacity building and accountability on good governance.

2.1.1 History of Hope Worldwide Kenya

Hope Worldwide Kenya was registered in 1999, through, a team of Christians from Nairobi Christian Church, a member of the International Churches of Christ, would reach out to and serve the needy through benevolent activities. These voluntary activities attracted more people to participate and before long the vision translated to an established institution that would carry out the activities in a legal, coordinated and professional manner.

The organization programs were officially launched on 23rd February 2003 in Mukuru Informal Settlement by the then U.S. Ambassador Mr. Johnny Carson. They began their work with HIV prevention which grew to providing support to thousands of vulnerable youth, orphans and vulnerable children (OVC), women, and key populations in different parts of the country. These beneficiaries have been reached through various programs including HIV prevention, care and support/treatment, education subsidies, healthcare, nutrition, psychosocial support, shelter, vocational training, entrepreneurship training, support to access micro-finance, initiation of businesses, and linkage to the job market.

Hope Worldwide organization has worked in close collaboration with other stakeholders that include the government of Kenya, development partners, other NGOs, community based organizations, faith-based organizations, corporations, trusts and selected learning institutions. Hope Worldwide organization is a member of several national technical working groups, and is a member of the Health NGO's Network (HENNET) and joined its board in 2016.

2.2 Review of Literature.

This section highlights literature reviewed from previous empirical studies.

2.2.1 M&E planning and Good Governance in NGOs

On a global perspective M&E planning influences good governance hence improves organizational performance of projects. For effective, transparent and comparable good governance in institutions, planning must take place to further determine the inherent benefits, risks and limitations. Monitoring and Evaluation is important because it provides the only consolidated source of information showcasing the project's progress by allowing actors to learn from each other's experiences, building on expertise and knowledge (Yuni & Siti, 2016).

M&E planning in developing countries for example Africa often generates reports that contribute to transparency and accountability, and allows for lessons to be shared more easily and reveals mistakes and offers paths for learning and improvements (Kuwaviyah, 2010). Planning provides a basis for questioning and testing assumptions as well as providing a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice. In Kenya as well M&E planning provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers adding to the retention and development of institutional memory as well as providing a more robust basis for raising funds and influencing policy (Meyer 2012: Sollis 2013 and Vivian, 2014).

Alcock (2009) on his study observed that M&E planning generally outlines the underlying assumptions on which the achievement of project goals depend, the anticipated relationships between activities, outputs, and outcomes. M&E planning in good governance is well-defined conceptual measures and definitions, along with baseline data needed; the monitoring schedule; a list of data sources to be used; and cost estimates for the monitoring and evaluation activities. Planning also includes a list of the partnerships and collaborations that will help achieve the desired results; and a plan for the dissemination and utilization of the information gained.

A survey carried out by Kusek & Rist, (2014) examining the importance of community participation in planning pointed out that there is often a need for some structural support for M&E, such as a separate evaluation unit which at the very least needs one person who is the internal

champion identified to make sure the system is implemented and developed through good planning. The authors further found out that planning for monitoring and evaluation takes care of all aspects that need to be in place so that there is early detection of progress or lack thereof.

2.2.2 Stakeholders' Engagement and Governance in NGOs

Stakeholder engagement is one of the main pillars of good governance in monitoring and evaluation practices. Engagement is the involvement of electors, shareholders, members and other key stakeholders in planning, decision processes and evaluation. This allows a governing body to obtain reliable information, serves as a reality check and watchdog, spurs operational efficiency, and provides feedback by users of public services necessary for monitoring access to, and quality of services. And it clearly defines the lines of accountability (Chow, 2013).

In developing countries for example, the aspect of including stakeholders has been the bottom line for most operations in organizations. As Chow (2013) posits, most institutions work in the interest of stakeholders, whereby staffs are allowed to voice their concerns about problematic areas. The nature of openness with primary stakeholders enables the project to produce positive outcomes and raise ethical issues at the early stages of the program implementation.

A study done by Siles (2016) found out that participation by project stakeholders has many benefits where it ensures that the development project plans are a reflection of the real needs and priorities. Engagement also develops an environment of trust by allowing the voices of the stakeholders to be heard and their issues known thus making the project accountable to the stakeholders. By doing that the level of trust in the relationships increases and further promotes transparency in the actions of the project and ensures that the project is held accountable for its actions (Siles, 2016).

A study carried out by Dubach and Machado (2012) on the importance of stakeholder engagement on promoting good governance revealed that sustainable development cannot occur where poverty, corruption, and inequality thrive, and where there is no respect for human rights. Even in political positions, when operating in situations of conflict and violence, it is not possible to achieve sustainable development or to avoid issues of impeachment and litigations. Stakeholder

engagement is an increasingly accepted component of a key driver of change in development all over the world.

In fact, the inclusivity in various projects promotes an aspect of ownership over the outcomes of a program and hence strengthens its sustainability. Further, M&E ensures that a project has a desired effect by enabling participation of different parties. However, to achieve this, there is a need for strong leadership and motivation to engage in the project, effective formal and informal institutions that primary stakeholders can rely upon, and a balance in power relations between the county leaders and constituents, including civil society and private sectors.

2.2.3 Capacity Building and Good Governance

According to Elkins (2011) monitoring and evaluation supports capacity building through rigorous approaches to collecting and using quality data on program performance, results and impact. The application of appropriate analytical tools in order to assess the efficiency and effectiveness of interventions in well-defined contexts over time contributes to our knowledge of the kinds of interventions that work best, and under which conditions. On the other hand, the World Bank Report (2012) agrees with the fact that M&E systems support development by generating relevant, accurate, and timely information, promote capacity building and thus enhance impact. M&E practices and good governance supports capacity building in the implementation of development interventions, or programs. Capacity development or capacity building has recently become the bottom line for sustainable development especially in the developing countries (Elkins, 2011).

However, much of the blame should be directed to lack of good governance at the political leadership levels. Poor leadership has undermined democracy in Kenya, subvert the rule of law for personal interest, and entrench corruption to what is currently at irreparable levels. Therefore, in as much as it might be a tall order to rectify some of the governance shortcomings, improving the leadership structure in the country should be a collective priority. Specifically, capacity building on good governance should be promoted for the purposes of sustainable economic growth.

Studies from international development indicate that institutional and human resource capacity is critical to achieving sustainable development, ensuring equality, and reducing poverty. In a research conducted by Sarker and Alam (2011) on the issue of capacity building within a governance context in Bangladesh, the findings show that high quality of good governance and high level of capacity building are positively related. Bangladesh is one of the countries, according to the aforementioned research, that has glaring gaps in capacity in government institutions and other sectors.

Hope (2009) also conducted a study to determine how capacity development for good governance in developing countries influence sustainable economic change. The research shows that the issue of capacity building has become a vital concept of policy change for growth and development. Indeed, these studies reveal that good governance can be achieved in an environment in which human and institutional capacities are properly developed. In Kenya, Mibey (2011) carried out a study on the factors affecting implementation of M&E practices in Kazi Kwa Vijana project, the study recommends that capacity building should be added as a major component of the project across Kenya, and this calls for enhance investment in training and human resource through good governance.

2.2.4 Accountability and Good Governance in NGOs

Simply, accountability means being called to account for someone's actions. In governance, it means assumption of responsibility for certain activities and decisions or implementation of certain policies. According to Busuioc and Lodge (2016), accountability entails moral, administrative, political, and professional values. Accountability may as well mean participation, organizational learning, and inclusivity which contribute comprehensively towards good governance. M&E accountability, therefore, necessitates proper standards over various performance areas.

Newly-established governments experience changing policy objectives, which tend to push M&E systems to complex levels. However, M&E must remain steadfast in generating information on the implementation and outcomes of a program. Further, it has to assess policy impact and provide a learning paradigm for improving management and decision-making (Pound et al., 2011). In this way, M&E for accountability has often focused upward accountability to government or donor

whereby it demonstrates that any contracted work is performed in compliance with agreed procedures. In terms of downward accountability, M&E ensures that project managers remain transparent and accountable to the primary stakeholders. Nevertheless, the obligation for leaders to justify their actions can only be seen if the constituents hold leaders accountable.

Despite the good work that M&E does on accountability, certain challenges may be experienced with M&E systems for accountability. For example, in a research conducted by The World Bank (2000) on lack of demand for accountability, it was revealed that most governing institutions design systems but data is not collected. As a result, the administrative lack performance incentive and evaluation culture, which is largely due to lack of performance orientation in the public sector. Similarly, in an evaluation conducted by Pound et al. (2011), it was found that local stakeholders did not receive feedback and there was no evidence that M&E results were being used to improve outcomes or support learning. Evidently, this piece of literature demonstrates that M&E for accountability had not been established hence operation with more transparency was difficult to achieve. Therefore, based on this discussion, it is plausible to hypothesize that M&E of accountability has a positive influence on good governance.

2.3 Summary and Research Gap

The literature review has discussed in-depth the concept of monitoring and evaluation practices and its role in governance. It has touched on key aspects such as the contribution of monitoring and evaluation planning on governance, the impact of stakeholders' engagement on governance, the contribution of capacity building on governance, and the role of monitoring and evaluation accountability process on governance. It has shown that monitoring and evaluation practices have increasingly been recognized as an essential tool for the management of the project. It has also conceded the need to improve on the performance of development funds given by donors. For example Kusek & Rist, (2014) pointed out that there is often a need for some structural support for M&E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and developed through good planning. The study did not assess the procedural aspects leading to delays in funds disbursement due to poor planning. Also Siles (2016) found out that participation by project stakeholders has

many benefits where it ensures that the development project plans are a reflection of the real needs and priorities. In the study there is relatively little known about the monitoring and evaluation practices and related to governance on projects executed by local NGO in the study area. And Elkins (2011) revealed that monitoring and evaluation supports capacity building through rigorous approaches to collecting and using quality data on program performance, results and impact. Also in this study showed that no linkage how capacity building becomes effective to the organization.

Indeed, these areas are critical for the realization of governance at any organization. However, these concepts still generate various debates on how monitoring and evaluation practices can actually be reinforced at levels of governance in organizations to account for leadership. Since most of the literature reviewed is studies done in different environments, it is difficult to place these findings in the Kenyan context. Therefore, this research is meant to explore various gaps in the M&E practices and governance in Hope Worldwide Kenya and narrow it to aspects that can be generalized for other NGOs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the data collection and analysis methods that was used in carrying out the fieldwork of the project. The methods of data collection, analysis and the tools that were used in this exercise are clearly laid out. Other aspects of research methodology that was looked at in this chapter include the research design, population and sampling techniques, data collection methods, research procedures, and data analysis methods.

3.2 Research Design

According to Cooper and Schindler (2013) a research design is a blueprint for fulfilling objectives and answering questions. Descriptive survey research is used to obtain information concerning the current status of the phenomena and to describe what exists with respect to variables or conditions in a situation. This design was therefore chosen as the study seeks personal views, opinions, attitudes, and perceptions about M&E practices and good governance in Hope Worldwide Kenya in Kiambu County.

3.3 Research Site

The study was conducted in Hope Worldwide Kenya, which is located at Limuru Road near Gacharage High School in Kiambu County. The organization was chosen because it had monitoring and evaluation practices in their projects and the ideal location.

3.4 Target Population

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics, (Mugenda & Mugenda, 2013). The population for this study was all employees working at Hope Worldwide Kenya ranging from top management, middle management and lower management. According to Hope Worldwide Kenya Reports (2018), there are approximately 600 workers in the NGO. According to Cooper and Schindler (2011), the target population refers to the individual participant or object on which the measurement is taken. The

population of the study will comprise all employees working at Hope Worldwide Kenya organization in Kiambu County.

Table 3.1: Population Distribution Table

Employees	Population
Top Management	90
Middle Management	330
Lower Management	180
Total	**600**

Source: Hope Worldwide Kenya Reports (2018)

3.5 Study Sample

3.5.1 Study Sampling Size.

According to Mugenda and Mugenda (2013) sample sizes can be determined using four approaches, the entire population, sample size used in similar studies, use of published tables and use of formula. The author further indicates that a minimum sample size of 10% to 20% of a large study population is sufficient for a study. Since the target population of this study was 600, 30% sample proportion was used to determine the sample size of the study. The distribution of the respondents was done based on Mugenda and Mugenda (2013) approach using 30% of each category giving a sample size of 180.

In selection of sample size the Cooper and Schindler (2008) formula was used to determine the sample size.

$$k = \frac{N}{n}$$ - Where n is the sample size, and N is the population size.

N= 600 target population

30% of the target Population

= 30/100 x 600

k = 180 respondents

3.5.2 Sampling Procedure

The sample was obtained from the population by stratified sampling. Saunders and Thornhill (2014) note that stratified sampling is adopted in cases were each member of the population has the same probability of being selected in proportion to their participation within the total population. According to Mugenda (2013), stratified sampling is the selection of samples in a manner that the subgroups existing in the population reproduce more or less in the sample.

In this study the stratified random sampling technique was used since the concerned population was not homogeneous and it could be divided into strata or groups to acquire the sample. Each department in the organization (Hope Worldwide Kenya) formed the basis of the strata. This way, individuals chosen from each stratum formed a mirror representation of the population. The use of stratified sampling in the study helped lower error, cost and workload hence making it easier to obtain high quality information as proposed by Cooper and Shindler (2014).

Table 3.2 Sample Distribution

No	Department	Total	Sample Size (30%)
1.	Accounts'	60	18
2.	Records	162	49
3.	Procurement	49	14
4.	Administration	92	28

5.	Human Resource	98	29
6.	Production	139	42
	Total	**600**	**180**

Source: Author (2020)

3.6 Data Collection

3.6.1 Data Collection Instruments

The procedure used in the current data collection was through the distribution of questionnaires. Questionnaires containing both open and closed ended questions were used in the survey to collect primary data. The closed ended questions offered responses that was more planned to facilitate the development of concrete recommendations. The open-ended questions were used to evaluate the different attributes, and this helps to reduce the number of related responses to get more answers. The open questions also contributed to providing additional information that may not have been addressed in the completed questions. The questionnaires were delivered to respondents at the targeted Hope Worldwide Kenya in Kiambu County. Prior to the main study, the questionnaires were carefully designed, tested to establish validity and precision in a pilot survey that involved some members of the population for further improvement.

3.6.2 Pilot Testing of Research Instruments

The instruments were piloted on a population that was similar to the target population at the ActionAid Kenya in Nairobi County and was not included in the main study. According to Orodho (2012) 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 18 respondents for the pretest from ActionAid Kenya in Nairobi.

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). 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 were drawn.

3.6.4 Instrument Validity

To establish validity of the instruments using the pilot study, there were 18 respondents for the pretest. According to Robinson (2007), content validity is established by an expert. As a result, the researcher consulted the supervisor to review the contents of the instruments. The comments, concerns and suggestions raised by the experts were adequately incorporated in the final instruments that were administered to the respondents.

3.6.5 Data Collection Procedure

The data collected for this study was mainly primary. Saunders et al., (2010) asserts that the characteristics of the subject, the research topics, the objectives, and the problem in question, the design and the data and results that are expected mainly determine the choice of tools and instruments. According to Sekaran and Bougie (2013), primary data is information gathered directly from the respondents and for these study questionnaires was used. The questionnaire designed for this study consisted of five parts, with each part aimed at capturing unique data. Part A aimed to capture the background and demographic factors of the respondent. Part B focused on M&E planning data, Part C captured data on stakeholder engagement, Part D and E addressed capacity building and accountability respectively.

3.7 Data Analysis

Data analysis is the process of analyzing, cleaning, transforming and modeling data collected in a research. Data analysis methods that were used in the study include both qualitative and quantitative techniques as suggested by Blumberg et al. (2014). Data obtained in this study was coded according to different variables of the study for ease of data entry and interpretation.

Descriptive Statistics and Statistical Package for Social Sciences (SPSS V.21) was used to help the researcher to describe the data.

Quantitative data collected was specifically analyzed using descriptive statistics and presented through percentages, means, standard deviations and frequencies. Bar charts, graphs and pie charts were used to present findings. Tables were also used to summarize responses for further analysis to facilitate comparison and accurate inference on role of M&E practices on governance of Hope Worldwide Kenya. When data was collected, it was checked for completeness, ready for analysis. The process involved verifying data validity and content analysis to look for blocked data templates and links between pieces of different data.

The data was analyzed and presented using tools of descriptive statistics. Descriptive statistics was used to describe the basic features of the data in a study and they provide simple summaries about the sample and the measures (Blumberg et al., 2014). Descriptive statistics was appropriate for the objectives of the study since they simply described what the data shows. The study used measures of frequencies, percentages, means and standard deviation to summarize the data. Key tools to present the data were figures and tables

3.8 Legal and Ethical Considerations

The research participants were informed in advance about the research, its intention, and how it would be beneficial for the organization's M&E practices. The consent and participant information forms were sent to sample population before the actual research was conducted. The respondents' views, opinions, and responses to the survey was treated with utmost confidentiality and anonymity, and data was not revealed to a third party without obtaining the consent of the research participants.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the collected research data from the field. The data was gathered exclusively from questionnaires as the research instrument. The questionnaire was designed in line with the research questions of the study. Both qualitative and quantitative analysis was used. Quantitative data was presented using tables, percentages and figures and qualitative was through content analysis.

4.2 Response rate

The study targeted 180 employees out of whom 141 respondents filled and returned their questionnaire giving a response rate of 78%. This was considered quite sufficient for data analysis and generalization of the findings to the target population. The statistical authors have recommended a response rate of at least 50% to be adequate (Mugenda Mugenda, 2013).

Table 4 1: Response Rate

Number of questionnaires administered	Number of questionnaires filled and returned	Response rate
180	141	78%

Author (2020)

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

4.2.1 Demographic Analysis

Prior to analysis of data on specific objective areas, the study preliminarily analyzed essential background information to form basis for subsequent inferences. The particular data included

respondents' gender, age bracket, and highest level of education; employees' category (Grade) and number of years worked in the organization.

4.2.1.1 Gender

The distribution of the respondents by gender is illustrated in Table 4.1 below:-

Table 4.2: Gender

Factor	Frequency	Percent
Male	64	45.4
Female	77	54.6
Total	**141**	**100.0**

Author (2020)

The finding above shows that the majority of the respondents were female 54.6% while 45.4% were male. This implies that the results could be relied upon as it captured all gender.

4.2.1.2 Age Distribution

The age of the respondents was grouped into categories as presented in Table 4.2 and the respondents were required to tick appropriately.

Table 4.3: Age bracket

	Frequency	Percent
Below 25 years	36	25.5
26 - 35years	57	40.4
36 - 45 years	24	17.0
Above 46 years	24	17.0
Total	**141**	**100.0**

Author (2020)

From the analysis, 40.4% of the respondents were 26-35 years, 25.5% were below 25 years, and 17% were above 46 years and 36-40 years each. This implies that even though most of the respondents were above 26 years old, the responses emanated from a varied age group thereby providing diverse information for the study.

4.2.1.3 Highest Level of Education

Respondents' were asked to indicate the level of education attained and the results are represented in Table 4.3.

Table 4.4: Highest level of education

	Frequency	**Percent**
Certificate	26	18.4
Diploma	40	28.4
Degree	61	43.3
Masters	14	9.9
Total	**141**	**100.0**

Author (2020)

As for the educational level of the respondents, majority 43.3% indicated degree, 28.4% indicated diploma, 18.4% indicated certificate and 9.9% indicated masters level. These findings show that respondents who had attained varying levels of education are in M&E practices in Hope Worldwide Organization. Additionally, information provided for this study was enriched by perspectives of respondents with diverse levels of education.

4.2.1.4 Period Worked

The respondents were requested to indicate the period they have stayed in Hope Worldwide Kenya and the findings are as illustrated in Table 4.4 below.

Table 4.5: Period worked in your organization

	Frequency	Percent
Less than 5 years	6	4.3
6 - 10 years	38	39.7
11 - 15 years	41	29.1
16 - 20 years	56	27.0
Total	**141**	**100.0**

Author (2020)

The results of the analysis reveal that, 39.7% of the respondents had worked for 6 – 10 years, 29.1% had worked for 11 – 15 years, 27% had worked for 16 – 20 years and 4.3% had worked for less than 5 years. This implies that the targeted designators were reached since the majority had worked for a considerable period of time in the organization.

4.2.1.5 Job Cadre in the Organization

The respondents were requested to indicate their job cadre in Hope Worldwide Kenya.

Table 4 6: Job Cadre

	Frequency	Percent
Top	17	12.1
Middle	77	54.6
Lower	36	25.5
Entry	11	7.8
Total	**141**	**100.0**

Author (2020)

The results of the analysis reveal that majority of the respondents were in the middle job level 54.6%, 25.5% were in the lower job level, 12.1% and 7.8% were in the top job level and entry section respectively. This implies that the targeted respondents were reached with majority of the respondents being the in the middle job level in the organization.

4.3 Presentation of Research Analysis and Findings

4.3.1 Monitoring and Evaluation practices and governance in Hope Worldwide Kenya

The main objective of the study was to examine the effect of monitoring and evaluation practices in promoting governance at Hope Worldwide Kenya. This section gives the descriptive results of the study. The respondents were asked to give information concerning the four dimensions of M&E practices (planning, stakeholder engagement, capacity building, and accountability) and governance. The study used the measure of central tendency of the mean and that of dispersion of standard deviation to summarize the characteristics of the variables investigated. Each variable is discussed separately and the responses are presented in a table followed by discussions.

4.3.1 The effects of M&E Planning on Governance

The respondents were asked whether M&E planning affect governance at their organization and the response was as below table.

Table 4.7: M&E planning practice important

	Frequency	**Percent**
Yes	124	87.9
No	17	12.1
Total	**141**	**100.0**

Author (2020)

From the findings Majority 87.9% of the respondents agreed whereas 12.1% of the respondents disagreed with the observation.

The respondents were required to rate M&E planning practice in Hope Worldwide Kenya.

Table 4.8: Rating M&E planning practice in the organization

	Frequency	Percent
Very effective	36	25.5
Effective	59	41.8
Ineffective	25	17.7
Very ineffective	21	14.9
Total	**141**	**100.0**

Author (2020)

On rating M&E planning practice in their organization, 41.8% rated effective, 25.5% rated very effective, 17.7% rated ineffective and 14.9% rated it very ineffective. The study shows that M&E practice in the organization is effective.

On the extent to which M&E planning affect governance in Hope Worldwide Kenya, the respondents were asked to rate the level they agreed with statements regarding application of M&E planning in order to boost governance on a scale of 1 to 5, where; 5= strongly agree, 4 = agree, 3 = Moderate 2 = disagree, 1 = strongly disagree. Mean and dispersion of standard deviation were used to summarize the characteristics of the variables investigated.

Table 4.9: M&E Planning Affect Governance

Statements	SD	D	N	A	SA	MN	SD

The organization has increased the quality of M&E planning practice	15(11%)	84(57%)	21(15%)	15(11%)	6(4%)	2.38 .961
M&E planning influences good governance hence improves organizational performance of projects	15(11%)	84(57%)	21(15%)	15(11%)	6(4%)	2.38 .961
Planning allows lessons to be shared more easily and reveals mistakes and offers paths for learning and improvements	15(11%)	84(57%)	21(15%)	15(11%)	6(4%)	2.38 .961
Monitoring and Evaluation planning provides consolidated source of information showcasing the project's progress in this organization	15(11%)	84(57%)	21(15%)	15(11%)	6(4%)	2.38 .961
Good planning in this organization has brought effectiveness, transparency and comparable good governance	21(15%)	48(34%)	12(9%)	30(21%)	30(21%)	3.00 1.419
Composite mean and standard deviation						**2.50 1.075**

Author (2020)

As indicated in Table 4.9 above, the variable measured five statements which it showed that majority of the respondents did not agree with statements on the extent to which M&E planning affects governance in their organization. The fifth statement that is good planning in this organization has brought effectiveness, transparency and comparable good governance out of 141 respondents sampled 21(15%) of the respondents strongly disagreed, 48(34%) disagreed, 12(9%) were neutral, 30(21%) agreed and 30 (21%) strongly agreed. This statement measure had a mean of 3.00 and standard deviation 1.419. This statement indicates that M&E planning neutrally affect governances of NGOs in Kenya.

The remaining four developed statements that is; the organization has increased the quality of M&E planning practice, M&E planning influences good governance hence improves organizational performance of projects, planning allows lessons to be shared more easily and reveals mistakes and offers paths for learning and improvements and monitoring and Evaluation planning provides consolidated source of information showcasing the project's progress in this organization all had the same results with each out of 141 respondents answered the questionnaire 15(11%) of the respondents indicated strongly disagree, 84(57%) disagree, 21(15%) neutral, 15(11%) agree and 6(4%) strongly agree. The statement had a mean of 2.38 and standard deviation .961. This findings implies that M&E planning does not affect governance in Hope Worldwide Kenya hence does not influence good governance and does not improves organizational performance of projects. The findings concur with Alcock (2009) who established that M&E planning generally outlines the underlying assumptions but does not improve governance in NGOs.

The observation concludes that even if M&E planning practice is very important in governance in most organizations, at Hope Worldwide Kenya, it was deemed to be less important in their governance. If the practice can be used properly in the organization, it can increase the quality and performance of the organization and influence governance which may improve the organizational performance of project. Planning practice can also provide a consolidated source of information showcasing the project's progress and bring effectiveness, transparency and comparable governance in Hope Worldwide Kenya.

4.3.2 The effects of Stakeholders Engagement on Governance

The second independent variable was stakeholders' engagement. The respondents were asked if stakeholders' engagement affect governance in Hope Worldwide Kenya and the response is presented in Table 4.9.

Table 4.10: Stakeholders' engagement and governance

	Frequency	Percent

Yes	116	82.3
No	25	17.7
Total	**141**	**100.0**

Author (2020)

As per whether stakeholders engagement affect governance in Hope Worldwide Kenya, majority 82.3% of the respondents indicated yes while only 17.7% indicated no.

Table 4.11: Extent of the involvement of stakeholders to participate on M&E

	Frequency	**Percent**
Small extent	40	28.4
Moderate extent	57	40.4
Large extent	25	17.7
No extent	19	13.5
Total	**141**	**100.0**

Author (2020)

The respondents were also asked to indicate the extent to which they involve stakeholders to participate on monitoring and evaluation in their organization, majority 40.4% indicated moderate extent, 28.4% indicated small extent, 17.7% and 13.5% indicated large extent and no extent respectively.

Table 4.12: The point the organization involve stakeholders

	Frequency	Percent
First term M&E	32	22.7
Midterm M&E	48	34.0
End term M&E	61	43.3
Total	**141**	**100.0**

Author (2020)

As per the point to which the organization involve the stakeholders, the study reveals that 43.3% of the respondents indicated end term M&E, 34% indicated mid-term M&E, and 22.7% indicated first term M&E. the study implies that Hope Worldwide Kenya involves the stakeholders at the end term M&E point.

Table 4.13: Stakeholders' Involvement Affect Governance

Statements	SD	D	N	A	SA	MN	SD
Stakeholders are adequately involved in the M&E design phase	3(2%)	16(11%)	19(14%)	64(45%)	39(28%)	3.85	1.020
Stakeholders are involved in preparation of M&E timetables and work plans	18(13%)	33(23%)	10(7%)	42(30%)	38(27%)	3.34	1.419
Stakeholders' feedback is sought during all stages of M&E	18(13%)	29(21%)	34(24%)	33(23%)	27(19%)	3.15	1.305
Stakeholders' decisions are considered during M&E process	12(9%)	24(17%)	30(21%)	45(32%)	30(21%)	3.40	1.236
The project managers/team assigns clear responsibilities to stakeholders for planning and accountability	13(9%)	27(19%)	14(10%)	56(40%)	31(22%)	3.46	1.279

Stakeholders receive feedback by means of having M&E results and findings communicated to them	19(14%)	30(21%)	54(38%)	17(12%)	21(15%)	2.93 1.214
Average mean and standard deviation						**3.35 1.245**

Author (2020)

Six statements were developed concerning the effects of stakeholders' involvement on governance. The first statement on stakeholders are adequately involved in the M&E design phase, out of 141 respondents, 3(2%) strongly disagreed, 16(11%) disagreed, 19(14%) neutrally agreed, majority 64(45%) agreed and 39(28%) strongly agreed. The item had a mean of 3.85 and standard deviation of 1.020 which is high than the average mean score. This statement implies that the respondents positively agreed that stakeholders are adequately involved in the M&E design phase in Hope worldwide Kenya.

The second item was stakeholders are involved in preparation of M&E timetables and work plans out of the 141 respondents sampled 18(13%) indicated strongly disagree, 33(23%) indicated disagree 10(7%) indicated neutral, 42(30%) indicated agree and 38(27%) indicated strongly disagree. The item had a mean of 3.34 and standard deviation of 1.419 which is below the average mean score. The findings in this statement reveal that stakeholders are not really involved in preparation of M&E timetables in the organization.

The third statement was stakeholders' feedback is sought during all stages of M&E the response was as follows; 18(13%) of the respondents strongly disagreed, 29(21%) disagreed, 34(24%) neutrally agreed, 33(23%) agreed and 27(19%) strongly agreed. The item had a mean of 3.15 and standard deviation of 1.305. This means that stakeholders' feedback is not sought while monitoring and evaluating.

The forth statement was stakeholders' decisions are considered during M&E process out of 141 respondents sampled 12(9%) stated strongly disagree, 24(17%) stated disagree, 30(21%) indicated neutral 45(32%) of the respondents indicated agree and 30(21%) of the respondents indicated

strongly disagree. The item measured had a mean of 3.40 and standard deviation 1.236 and it implies that stakeholders' decisions are considered during M&E process in the organization.

The fifth statement developed was the project managers/team assigns clear responsibilities to stakeholders for planning and accountability and the response was as follows; 13(9%) of the respondents strongly disagreed, 27(19%) disagreed, 14(10%) neutrally agreed, majority 56(40%) and 31(22%) of the respondents agreed and strongly agreed respectively. The statement also generated a mean of 3.46 and standard deviation 1.279. The findings show that the project managers/team assigns clear responsibilities to stakeholders for planning and accountability.

Lastly, stakeholders receive feedback by means of having M&E results and findings communicated to which 19(14%) of the respondents indicated strongly disagree, 30(21%) of the respondents indicated disagree, 54(38%) indicated neutral, 17(12%) indicated agree and 21(15%) of the respondents indicated strongly agree. The statement generated a mean score of 2.93 and standard deviation 1.214. The study portrays that stakeholder engagement greatly affects governance in Hope Worldwide Kenya for it adequately involve them in the M&E design phase, preparation of M&E timetables and work plans and give feedback by means of having M&E results and findings communicated to the stakeholders. This findings are similar to that of Siles (2016) who found out that participation by project stakeholders has many benefits in governance, more especially in ensuring that the development project plans are a reflection of the real needs and priorities by the stakeholder. The author further supported the statement by indicating that if the organization can involve the stakeholders the level of trust in the relationships increases and further promotes transparency in the actions of the project.

4.3.3 Capacity Building and Governance

The study sought to assess the effects of capacity building on governance at Hope Worldwide Kenya. The respondents were asked whether capacity building practice promote good governance in their organization and the findings are illustrated in Table 4.13.

Table 4.14: Capacity building practice and governance in the organization

	Frequency	Percent
Yes	85	60.3
No	56	39.7
Total	**141**	**100.0**

Author (2020)

Majority 60.3% of the respondents agreed that capacity building practice promote good governance in their organization whereas 39.7% disagreed. Additionally, they were required to rate how the practice has affected governance.

Table 4.15: Rating capacity building practice on the governance

	Frequency	Percent
Very comprehensive	29	29.6
Comprehensive	58	41.1
Incomprehensive	42	20.8
Very incomprehensive	12	8.5
Total	**141**	**100.0**

Author (2020)

From the findings 41.1% indicated that capacity building comprehensively promotes governance, 29.6% indicated very comprehensive, 20.8% and 8.5% indicated incomprehensive and very incomprehensive respectively.

The respondents were asked to rate the extent to which they agreed with statements regarding application of capacity building in order to boost governance on a scale of 1 to 5, where; 5= strongly agree, 4 = agree, 3 = Moderate 2 = disagree, 1 = strongly disagree. The descriptive results are given in Table 4.15.

Table 4.16: Capacity building on Governance

Statements	SD	D	N	A	SA	MN	SD
Monitoring and evaluation supports capacity building through rigorous approaches to collecting and using quality data on programme performance	18(13%)	36(26%)	17(12%)	47(33%)	23(16%)	3.14	1.319
Capacity building is an appropriate analytical tools to assess the efficiency and effectiveness of interventions in this organization	8(6%)	20(14%)	14(10%)	62(44%)	37(26%)	3.70	1.168
In this organization capacity building is a well-defined context that contributes to our knowledge	16(11%)	28(20%)	26(18%)	32(23%)	39(28%)	3.35	1.368
M&E practices and good governance supports capacity building in the implementation of development interventions in organizations	27(19%)	33(23%)	27(19%)	39(28%)	15(11%)	2.87	1.303
Capacity building is the bottom line for sustainable development especially in the non-governmental organizations	18(13%)	36(26%)	21(15%)	43(31%)	23(16%)	3.12	1.311
Policy analysts believe that capacity building goes hand in hand with good governance and the goals are achieved	4(3%)	21(15%)	8(6%)	74(53%)	34(24%)	3.80	1.057
Capacity building has been regarded as an effective component for policy change and growth in this NGO	20(14%)	31(22%)	23(16%)	45(32%)	22(16%)	3.12	1.313
Average mean and standard deviation						**3.30**	**1.262**

Author (2020)

The findings reveal that it was generally agreed that capacity building practice in M&E plays a major role in governance at Hope Worldwide Kenya as it is evident by high percentages of most statements. Policy analysts believe that capacity building goes hand in hand with good governance and the goals are achieved got a mean of 3.80 while standard deviation was 1.057.

Capacity building is an appropriate analytical tool to assess the efficiency and effectiveness of interventions in this organization got a mean of 3.70 while standard deviation was 1.168. This mean is higher than the composite mean implying that capacity building is an appropriate tool in assessing the efficiency and effectiveness of interventions.

In this organization capacity building is a well-defined context that contributes to our knowledge got a mean of 3.35 while standard deviation was 1.368. This mean is higher than the composite mean implying that capacity building contributes to knowledge creation.

Monitoring and evaluation supports capacity building through rigorous approaches to collecting and using quality data on programme performance had a mean of 3.14 while standard deviation was 1.319. This mean is lower than the composite mean implying that M&E does not support capacity building.

Capacity building has been regarded as an effective component for policy change and growth in this NGO had a mean of 3.12 while standard deviation was 1.31394. This mean is lower than the composite mean implying that capacity building is not regarded as an effective component for policy change and growth at Hope Worldwide Kenya.

Capacity building is the bottom line for sustainable development especially in the non-governmental organizations had a mean of 3.12 while standard deviation was 1.311. This mean is lower than the composite mean implying that capacity building is not the bottom line for sustainable development in NGOs.

Lastly, M&E practices and good governance supports capacity building in the implementation of development interventions in organizations got a mean of 2.8723 while standard deviation was 1.303. The study concludes that capacity building as an M&E practice plays a significant role of governance in Hope Worldwide Kenya. Further, capacity building goes hand in hand with good

governance where it helps in achieving the organization's goals through a well-defined context that contributes to staff's knowledge of implementation of development interventions in organizations.

4.3.4 M&E Accountability and Governance

The last variable was M&E accountability. The study sought to establish the role of accountability on governance in Hope Worldwide Kenya and firstly, the respondents were asked whether accountability practice promotes good governance and the response is as below Table.

Table 4.17: Accountability M&E practice and governance

	Frequency	**Percent**
Yes	85	60.3
No	56	39.7
Total	**141**	**100.0**

Author (2020)

In response to Table 4.15 above, 60% agreed that accountability practice promotes good governance and 40% were of the contrary opinion.

Table 4.18: Rating accountability practice on good governance

	Frequency	**Percent**
Very effective	74	52.5
Effective	36	25.5
Ineffective	30	21.2

Total	**141**	**100**

Author (2020)

On how the respondents would rate accountability practice on good governance in their organization, 52.5% of the respondents rated it very effective, and 25.5% rated it effective while 21.2% rated it ineffective. The study implies that accountability in Hope Worldwide Kenya is very effective.

Similarly, the respondents were asked to rate the extent to which they agreed with statements regarding application of M&E accountability practice in order to boost governance in the organization. The results are illustrated in Table 4.18

Table 4.19: M&E Accountability on Governance

Statements	SD	D	N	A	SA	MN	SD
This NGO has put in place acceptable accountability standards to promote good governance	6(4%)	23(16%)	49(35%)	34(24%)	18(13%)	3.40	1.114
This organization is rated high in performance in the annual	18(13%)	34(24%)	54(38%)	17(12%)	37(26%)	2.87	1.173
M&E in accountability is important and has been recognized by donors and practitioners in our organization	20(14%)	32(23%)	16(11%)	42(30%)	21(32%)	3.22	1.390
In this organization accountability practice plays an important role of promoting governance that ensures prudent use of resources	36(26%)	50(36%)	17(12%)	28(20%)	10(7%)	2.47	1.262
Accountability in M&E ensures that project managers remain transparent and accountable to the primary stakeholders in our organization	29(21%)	45(32%)	20(14%)	36(26%)	11(8%)	2.68	1.272

Average mean and standard deviation	2.92	1.242

The means for the findings as presented in Table 4.19 shows that the respondents moderately agreed to most of the statements concerning the effects of accountability on governance. The first statement was this NGO has put in place acceptable accountability standards to promote good governance out of 141 respondents sampled 6(4%) indicated strongly disagree, 23(16%) indicated disagree, 49(35%) indicated neutral, 34(24%) indicated agree and 18(13%) of the respondents indicated strongly agree. The item had a mean of 3.40 and standard deviation 1.114 which showed that the developed statement was agreed upon.

Statement number two was this organization is rated high in performance in the annual performance rating of which 18(13%) of the respondents strongly disagreed, 34(24%) of the respondents disagreed, 54(38%) of the respondents neutrally agreed, 17(12%) agreed and 37(26%) of the respondents strongly agreed. The statement generated a mean of 2.87 and standard deviation 1.173 which is lower than the composite mean. The findings of this statement imply that the organization is not rated highly in performance annually.

Item number 3 was M&E in accountability is important and has been recognized by donors and practitioners in our organization and out of 141 respondents responded 20(14%) indicated strongly disagree, 32(23%) of the respondents indicated disagree, 16(11%) indicated neutral, 42(30%) and 21(32%) of the respondents indicated agree and strongly agree respectively whereas the mean was 3.22 and standard deviation 1.390. The findings in this item imply that M&E in accountability is important in the organization.

Fourthly, the statement developed was in this organization accountability practice plays an important role of promoting governance that ensures prudent use of resources out of which 36(26%) of the respondents indicated strongly disagree, majority 50(36%) of the respondents indicated disagree, 17(12%) indicated neutral, 28(20%) of the respondents indicated agree and 10(7%) of the respondents indicated strongly agree. The mean value of the measured item was

2.47 and standard deviation 1.262. The findings in this item shows that accountability practice does not promote governance and does not ensures prudent use of resources in the organization.

The last item measure in this variable was accountability in M&E ensures that project managers remain transparent and accountable to the primary stakeholders in our organization out of 141 respondents sampled 29(21%) strongly disagreed, majority 45(32%) disagreed, 20(14%) neutrally agreed, 36(26%) agreed and 11(8%) strongly agreed. The statement also generated a mean of 2.68 and standard deviation 1.272 which implies that accountability does not promote governance in the organization.

The general view of the analysis in this variable the study reveals that as much as accountability is an important M&E practice in NGOs in Hope worldwide Kenya it does not plays a role in governance. Though accountability has been recognized by donors and practitioners in organizations by ensuring the prudent use of resources, it should be recognized in all NGOs as it helps in ensuring that project managers and the entire management team remain transparent and accountable to the primary stakeholders in the organizations.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study findings, discussions, conclusion and the recommendations given after considering the study results. The purpose of the study was to establish the role of Monitoring and Evaluation practices in promoting governance in Hope Worldwide Kenya. The objectives of the study were, to determine the role of monitoring and evaluation planning in governance, to establish the role of stakeholders' engagement in governance, to assess the role of capacity building on governance and to examine the role of M&E accountability on governance at Hope Worldwide Kenya.

5.2 Discussion

5.2.1 What is the Role of M&E Planning on Governance

The purpose of the study was to establish M&E practices on governance of Hope Worldwide Kenya. The findings revealed that M&E planning practice moderately play a role in governance. The study showed that M&E practice in Hope Worldwide Kenya is effective and has increased the quality and governance of the organizational performance of projects. These findings are supported by Kuwaviyah (2010) who observed that M&E planning provides a basis for questioning and testing assumptions as well as providing a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice. Similarly, Yuni & Siti (2016) agreed with the study that monitoring and evaluation planning practice is important because it provides the only consolidated source of information showcasing the project's progress by allowing actors to learn from each other's experiences, building on expertise and knowledge. On the contrary, Alcock (2009) disagreed with this finding arguing that M&E planning does not outlines the underlying assumptions on which the achievement of project goals relies on.

5.2.2 What is the Role of Stakeholders Engagement on Governance

The study found out that stakeholder engagement greatly affects governance in Hope Worldwide Kenya. It was revealed that stakeholders' decisions are considered during M&E process in preparation of M&E timetables and work plans. This finding agrees with Siles (2016) who argues that participation by project stakeholders has many benefits where it ensures that the development project plans are a reflection of the real needs and priorities. The scholar further asserts that engagement should augment managerial processes and provide evidence for decision-making. Stakeholders' engagement is greater the propensity for M&E to be used in the decision-making process, and the greater is its potential for promoting governance in the organizations.

5.2.3 What is the Role of M&E Capacity Building on Governance

The findings revealed that M&E capacity building practice in the organizations plays a major role in governance. Capacity building is a tool regarded as an effective component for policy change and growth in this NGO which is the bottom line for sustainable development especially in the non-governmental organizations. The findings are also consistent with Sarker and Alam (2011) who found out that high quality of good governance and high level of capacity building are positively related. It was further revealed that good governance can be achieved in an environment in which human and institutional capacities are properly developed. Hope (2009) also conducted a similar study and concurred that the issue of capacity building has become a vital concept of policy change for growth and development.

5.2.4 What is the Role of M&E Accountability on Governance

The study revealed that accountability is a determinant in governance and plays a major role in the organizations more especially NGOs. M&E accountability ensures prudent use of resources and ensures that project management team remains transparent and accountable to the primary stakeholders. This study is backed up supported by Pound et al., (2011) who argues that in governance, accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability. It therefore reveals that M&E accountability affects governance in organizations.

5.3 Summary of Major Findings

5.3.1 M&E Planning

At first the study sought to determine M&E planning practice on governance. On whether M&E planning affect governance at their organization, majority 87.9% of the respondents agreed whereas 12.1% of the respondents disagreed. When it came to rating M&E planning practice in their organization, 41.8% rated effective, 25.5% rated very effective, 17.7% rated ineffective and 14.9% rated it very ineffective. Majority of the respondents did not agree with statements on the extent to which M&E planning affects governance in their organization. Planning in this organization has brought effectiveness, transparency and comparable governance had a mean of 3.00 and standard deviation 1.419 and all the other statements, that is the organization has increased the quality of M&E planning practice, M&E planning influences governance hence improves organizational performance of projects, planning allows lessons to be shared more easily and reveals mistakes and offers paths for learning and improvements, Monitoring and Evaluation planning provides consolidated source of information showcasing the project's progress in this organization, and good planning in this organization has brought effectiveness, transparency and comparable good governance generated a mean of 2.383 each and standard deviation .961 each.

5.3.2 Stakeholders Engagement

As per whether stakeholders engagement affect governance in Hope Worldwide Kenya, majority 82.3% of the respondents indicated yes while only 17.7% indicated no. The respondents were asked to indicate the extent to which they involve stakeholders to participate on monitoring and evaluation in their organization, majority 40.4% indicated moderate extent, 28.4% indicated small extent, 17.7% and 13.5% indicated large extent and no extent respectively. As per the point to which the organization involve the stakeholders, the study reveals that 43.3% of the respondents indicated end term M&E, 34% indicated mid-term M&E, and 22.7% indicated first term M&E. the study implies that Hope Worldwide Kenya involves the stakeholders at the end term M&E point.

When the respondents were asked to indicate the extent to which stakeholder engagement affects governance at Hope Worldwide Kenya, most of them agreed that stakeholders are adequately involved in the M&E design phase which had a mean of 3.85 and standard deviation 1.020. Stakeholders are involved in preparation of M&E timetables and work plans had a mean 3.34 and standard deviation 1.419. The project managers/team assigns clear responsibilities to stakeholders for planning and accountability had a mean of 3.46 and standard deviation 1.279. Stakeholders' decisions are considered during M&E process had a mean of 3.40 and standard deviation 1.236. Stakeholders' feedback is sought during all stages of M&E had a mean of 3.15 and standard deviation 1.305 and stakeholders receive feedback by means of having M & E results and findings communicated to them had 2.93 and standard deviation 1.214.

5.3.3 M&E Capacity Building

Majority 60.3% of the respondents agreed that capacity building practice promote good governance in their organization whereas 39.7% disagreed. Additionally, they were required to rate how the practice has affected governance, 41.1% indicated that the organization comprehensively promotes governance, 29.6% indicated very comprehensive, 20.8% and 8.5% indicated incomprehensive and very incomprehensive respectively. The respondents were asked to rate the extent to which they agreed with statements regarding application of capacity building in order to boost governance.

The findings reveal that it was generally agreed that capacity building practice in M&E plays a major role in governance at Hope Worldwide Kenya as it evident by high percentages of most statements. Policy analysts believe that capacity building goes hand in hand with good governance and the goals are achieved got a mean of 3.80 while standard deviation was 1.057. Capacity building is an appropriate analytical tool to assess the efficiency and effectiveness of interventions in this organization got a mean of 3.70 while standard deviation was 1.168. In this organization capacity building is a well-defined context that contributes to our knowledge got a mean of 3.35 while standard deviation was 1.368. Monitoring and evaluation supports capacity building through rigorous approaches to collecting and using quality data on programme performance had a mean of 3.14 while standard deviation was 1.319. Capacity building has been regarded as an effective

component for policy change and growth in this NGO had a mean of 3.12 while standard deviation was 1.31394. Capacity building is the bottom line for sustainable development especially in the non-governmental organizations had a mean of 3.12 while standard deviation was 1.311. Lastly, M&E practices and good governance supports capacity building in the implementation of development interventions in organizations got a mean of 2.8723 while standard deviation was 1.303.

5.3.4 M&E Accountability

The study sought to establish the role of accountability on governance in Hope Worldwide Kenya and firstly, the respondents were asked whether accountability practice promotes good governance. 60% agreed that accountability practice promotes good governance and 40% were of the contrary opinion. On how the respondents would rate accountability practice on good governance in their organization, 52.5% of the respondents rated it very effective, and 25.5% rated it effective while 21.2% rated it ineffective. The study implies that accountability in Hope Worldwide Kenya is very effective. The respondents asked to rate the extent to which they agreed with statements regarding application of M&E accountability practice in order to boost governance in the organization.

The means for the findings as presented in Table 4.18 shows that the respondents moderately agreed to the most statements. Precisely, this organization has put in place acceptable accountability standards to promote good governance had a mean of 3.40 and standard deviation 1.114. M&E in accountability is important and has been recognized by donors and practitioners in our organization had a mean of 3.22 and standard deviation 1.390. This organization is rated high in performance in the annual had a mean of 2.87 and standard deviation 1.173. Accountability in M&E ensures that project managers remain transparent and accountable to the primary stakeholders in our organization got a mean of 2.68 and standard deviation 1.272 and finally in this organization accountability practice plays an important role of promoting governance that ensures prudent use of resources got a mean of 2.47 and standard deviation 1.262.

5.4 Conclusions

The study examined the effect of monitoring and evaluation practices in promoting governance in Hope Worldwide Kenya. The study showed that M&E practice in the organization is effective.

The observation implies that even if M&E planning practice is very important in governance in most organizations, worldwide Kenya deemed it to be less important in their governance. If the practice can be used properly in the organization, it can increase the quality and performance of the organization and influences governance which may improve the organizational performance of project. Planning practice can also provide a consolidated source of information showcasing the project's progress and bring effectiveness, transparency and comparable governance in Hope Worldwide Kenya.

The research findings revealed that stakeholder engagement greatly affects governance in Hope Worldwide Kenya for they are adequately involved in the M&E design phase, preparation of M&E timetables and work plans and give feedback by means of having M&E results and findings communicated to the stakeholders. Capacity building as an M&E practice plays a significant role of governance in Hope Worldwide Kenya. Capacity building is the bottom line for sustainable development especially in the non-governmental organizations which is an appropriate analytical tools used to assess the efficiency and effectiveness of interventions in organizations.

Further, capacity building goes hand in hand with good governance where it helps in achieving the organization's goals through a well-defined context that contributes to staffs knowledge of implementation of development interventions in organizations. Finally, the study implied that accountability plays a role in governance of Hope Worldwide Kenya and has been recognized by donors and practitioners in organizations by ensuring the prudent use of resources. M&E accountability also helps in ensuring that project managers and the entire management team remain transparent and accountable to the primary stakeholders in the organizations.

5.5 Recommendation

The recommendations of the study are in line with the research findings and conclusions that have been reached during the entire study. This study indicated that M&E planning is moderately

followed in the organization. The management should therefore outline the weak point of the practice and put more strategies to up lift the planning process and link it to governance so as to improve the organizational productivity.

The issue of stakeholder's participation or engagement in M&E requires more attention. Even though, there is management action to address this issue, it should be intensified. The decision making process of stakeholders should be efficient enough to appeal to the understanding of the management team of the organization. It is also recommended that Hope Worldwide Kenya provides consultants who are skilled in M&E practices so that stakeholders can easily seek clarification in M&E related activities.

It was observed that capacity building plays a major role in governance and therefore should be added as a major component of the project in all organizations, and this calls for enhance investment in training and human resource through governance. The organization should invest in the allocation of resources for the M&E capacity building and ensure recognition and integration of governance of management. Accountability being a key determinant in governance of Hope Worldwide Kenya it should be recognized by donors and practitioners in organizations by ensuring the prudent use of resources.

5.6 Areas of Further Studies

This study sought to establish the role of M&E practices on governance in Hope Worldwide Kenya. Other researchers could look at other Monitoring and Evaluation practices in other organizations not only in Kiambu County but also other counties in Kenya. For example, M&E practices variables could be studied independently that is planning, stakeholders' engagement, capacity building and accountability so as to compare the findings.

REFERENCES

Alcock, P. (2009). Targets, Indicators and Milestones. *Public Management Review, 6*(2).

Armstrong, M., & Baron, A. (2013). *Performance Management: The New Realities.* Chartered Institute of Personnel and Development.

Busuioc, M., & Lodge, M. (2016). Reputation and accountability relationships: Managing accountability expectations through reputation. *Public Administration Review* 77 (1), 91-100

Chow, W. (2013, Dec 18). For better governance, think stakeholders. *Ethical Corporation.* Retrieved from http://www.ethicalcorp.com/stakeholder-engagement/better-governance-think-stakeholders

Cohen, L., Manion, L., & Morison, K. (2007). *Research Methods in Education.* London: Routledge Falmer.

Cooper, R. & Schindler, P.S. (2014). *Business Research Methods.* 8th Edition, McGraw-Hill Irwin, Boston.

Cooper, R. & Schindler, P.S. (2014). *Business Research Methods.* 8th Edition, McGraw-Hill Irwin, Boston.

Dubach, B., & Machado, M. T. (2012). The importance of stakeholder engagement in the corporate responsibility to respect human rights. *International Review of the Red Cross, 94*(887), 1047-1068. doi:10.1017/S1816383113000404

Gorgens, M. Kusek, J.Z. (2009). *Making Monitoring and Evaluation Systems Work: A Capacity Development Toolki*t. The International Bank for Reconstruction and Development. The World bank Washington D.C 1818 H Street, NW.

Hope, K. R. (2009). Capacity development for good governance in developing countries: Some lessons from the field. *International Journal of Public Administration, 32*, 728-740. doi: 10.1080/01900690902908562

Hunter, J. (2009). *Monitoring and Evaluation: Are we making a difference*? Windhoek, Namibia: Namibia Institute for Democracy John Meinert Printing.

Ika, L. A. (2012). Project management for development in Africa: why projects are failing and what can be done about it. *Project Management Journal, 43(4), 27-41.*

Kenya Gazette Supplement No. 30 (Acts No. 18), (2013). *The Public Benefits Organizations Act, 2013.* The Government Printer, Nairobi.

Kusek, J. Z. Rist. C. R. (2004). *Ten Steps to a Results-Based Monitoring and Evaluation System*, Washington D. C.: World Bank,

Kuwaviyah, M. S. (2010). The Role of Organizational Commitment and Innovation Variables on Relations between Budgeting and Performance: A Case Study in Magelang regency SKPD. *Journal of Accounting & Auditing, 7(1), 33-48*

Meyer, C. (2012). A step back as donors shift institution building from the public to the private sector. *World Development, 20(8), 115-1126*

Mugenda, O. M. &Mugenda, A. G. (2013). *Research Methods: Quantitative and Qualitative Approaches.* Acts Press. Nairobi, Kenya.

Muriu, A. R. (2011, February 13). Why Kenya chose devolved system. *The Daily Nation*. Retrieved from https://www.nation.co.ke/news/politics/Why-Kenya-chose-devolved-system-/1064-1106948-wxigjcz/index.html

National Survey of NGOs Report. (2018). *Report on the National Validation Survey of NGOs.* NGOs Co-ordination Board

Parkhurst, J. (2017). *The politics of evidence: From evidence-based policy to the good* governance *of evidence*. Abingdon, Oxon: Taylor and Francis.

Perrin, B. (2012). Linking Monitoring and Evaluation to Impact Evaluation. *Impact Evaluation Notes, No. 2*

Pound, B., Gündel, S., Martin, A., & Apenteng, E. (2011). *Meta-evaluation of extension evaluation: Case studies.* GFRAS – Global Forum for Rural Advisory Services, Lindau, Switzerland.

Roza, T. G. (2013). *Monitoring and Evaluation Influence.* Lusaka, Zambia: University of Zambia.

Sarker, M., & Alam, B. (2011). Issues of capacity-building and good governance: A case of Bangladesh. *International Journal of Business and Technopreneurship, 1*(2), 257-266.

Saunders, M. L. & Thornhill, P. (2012). *Research Methods for Business Students* (6th Ed.). Harlow, Essex: Pearson Education Ltd

UNDP. (2011), *Handbook on Planning, Monitoring and Evaluating for Development Results*, United Nations Development Programme, New York.

United Nations Development Program, UNDP. (2006). Multi-stakeholder engagement processes: A UNDP capacity development resource. *Conference Paper No. 7, Working Draft*. Wongtschowski, M., Oonk, L., & Mur, R. (2016). Monitoring and evaluation for accountability and learning. *KIT Working Papers, 2016-3*.

World Bank. (2000). *Sub-Saharan Africa: Lessons from experience in supporting sound governance. Evaluation Capacity Development Working Paper Series; no. ECD 7*. Washington DC: World Bank Group.

World Bank. (2011). *Monitoring and evaluation: some tools, methods and approaches*. Washington, D.C: The World Bank.

APPENDICES

APPENDIX I: INTRODUCTION LETTER

Ken Kihumba,

July 2019

The Executive Director,

P.O Box 11775-00100,

NAIROBI.

Dear Madam,

RE: REQUEST FOR AUTHORITY TO CONDUCT RESEARCH AT YOUR ORGANIZATION

I am a Post-Graduate student at Africa Nazarene University. I intend to carry out a research to establish "**Monitoring and Evaluation Practices and Governance in Hope Worldwide Kenya."**

Your responses to the questions in the paper will make the study a success. The information you provide will be treated with utmost confidentiality.

I would be grateful if you kindly spare some time to fill the questionnaire.

Thank you in advance.

Yours sincerely,

Ken Kihumba

APPENDIX II: QUESTIONNAIRE

The purpose of the study is to examine monitoring and evaluation practices on governance in Hope Worldwide Kenya. Please provide your sincere feedback by responding to the questions below.

Instructions: Please tick in the brackets ($\sqrt{}$) as appropriate.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender: Male   ( )   Female   ( )

2. Age bracket

Below 25 years (   )

   26 – 35years (   )

   36 - 45 years (   )

   Above 46 years (   )

3. Highest level of education

     Certificate   ( )

     Diploma   ( )

     Degree   ( )

     Masters   ( )

     Others Specify.........................

4. No. of years worked in your organization

     Less than 5 years   ( )

     6 – 10 years   ( )

     11 – 15 years   ( )

     16 – 20 years   ( )

     Over 20 Years   ( )

5. Job Cadre

     Top   ( )

     Middle   ( )

     Lower   ( )

     Entry   ( )

SECTION B: THE ROLE OF M&E PLANNING PRACTICE ON GOOD GOVERNANCE IN NGOS

6. Is M&E planning practice important at Worldwide Kenya Organization?

     Yes ( )   No ( )

7. How would you rate M&E planning practice in your organization?

     Very effective ( )

     Effective   ( )

     Ineffective   ( )

     Very ineffective ( )

     Explain your answer……………………………………………………………...

8. Please indicate your opinion as per the level of disagreement or agreement with the outline statement regarding M&E planning practice using1 to 5 scale guideline where:-

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

Statements	1	2	3	4	5
The organization has increased the quality of M&E planning practice					

M&E planning influences good governance hence improves organizational performance of projects					
Planning allows lessons to be shared more easily and reveals mistakes and offers paths for learning and improvements					
Monitoring and Evaluation planning provides consolidated source of information showcasing the project's progress in this organization					
Good planning in this organization has brought effectiveness, transparency and comparable good governance					

SECTION C: THE ROLE OF STAKEHOLDERS' ENGAGEMENT PRACTICE ON GOOD GOVERNANCE IN NGOS

9. Does stakeholders'' engagement promote good governance in your organization?

   Yes ( )   No ( )

10. To what extent do you involve stakeholders to participate on monitoring and evaluation in your organization?

   Small extent   ( )

   Moderate extent   ( )

   Large extent   ( )

11. In your organization, at what point do you involve stakeholders?

   First term M&E   ( )

   Midterm M&E   ( )

   End term M&E   ( )

At all stages of M&E (　)

12. Kindly indicate the extent you agree or disagree on the following statements on stakeholders engagement **1 = Strongly Disagree 2= Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree**

Statements	1	2	3	4	5
Stakeholders are adequately involved in the M & E design phase					
Stakeholders are involved in preparation of M & E timetables and work plans.					
Stakeholders' feedback is sought during all stages of M & E					
Stakeholders' decisions are considered during M & E process					
The project managers/team assigns clear responsibilities to stakeholders for planning and accountability					
Stakeholders receive feedback by means of having M & E results and findings communicated to them					

SECTION D: THE ROLE OF CAPACITY BUILDING PRACTICE ON GOOD GOVERNANCE IN NGOS

13. Does capacity building practice promote good governance in your organization?

Yes (　)　　　　　No (　)

14. How would you rate the capacity building practice on the good governance in your organization?

Very comprehensive (　)

Comprehensive　(　)

Incomprehensive ( )

Very incomprehensive ( )

15. Please indicate your opinion as per the level of disagreement or agreement with the outline statement regarding M&E capacity building practice using1 to 5 scale guideline where:-

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

Statements	1	2	3	4	5
Monitoring and evaluation supports capacity building through rigorous approaches to collecting and using quality data on programme performance					
Capacity building is an appropriate analytical tools to assess the efficiency and effectiveness of interventions in this organization					
In this organization capacity building is a well-defined context that contributes to our knowledge					
M&E practices and good governance supports capacity building in the implementation of development interventions in organizations					
Capacity building is the bottom line for sustainable development especially in the non-governmental organizations					
Policy analysts believe that capacity building goes hand in hand with good governance and the goals are achieved					
Capacity building has been regarded as an effective component for policy change and growth in this NGO					

SECTION E: THE ROLE OF ACCOUNTABILITY PRACTICE ON GOOD GOVERNANCE OF NGOS IN KIAMBU COUNTY

16. Does accountability M&E practice promote good governance in your organization?

   Yes (   )   No (   )

17. How would you rate accountability practice on good governance in your organization?

       Very effective (   )

       Effective   (   )

       Ineffective   (   )

       Very ineffective (   )

18. Kindly indicate the extent you agree or disagree on the following statements on accountability practice on good governance of NGOs **1 = Strongly Disagree 2= Disagree, 3= Neutral, 4 =Agree, 5= Strongly Agree**

Statements	1	2	3	4	5
This NGO has put in place acceptable accountability standards to promote good governance					
This organization is rated high in performance in the annual performance assessment from the NGO bodies in Kiambu County					
M&E in accountability is important and has been recognized by donors and practitioners in our organization					
In this organization accountability practice plays an important role of promoting governance that ensures prudent use of resources					

Accountability in M&E ensures that project managers remain transparent and accountable to the primary stakeholders in our organization					

Thank you for your participation.

APPENDIX III: TIME FRAME

Work plan

Month	Jan 2019	Feb 2019	March 2019	April 2019	May 2019	June 2019
Proposal Writing	███					
Proposal writing		███	███			
Proposal presentation				███		
Data analysis					███	
Report writing					███	
Report submission						███

APPENDIX IV: BUDGET

Item	Cost
Typing and printing	4,000.00
Photocopying and binding	3,000.00
Internet service and flash disc	2,000.00
Data collection and Transport	4,000.00
TOTAL	**13,000.00**