

**INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON  
HUMANITARIAN PROJECTS PLANNING: A CASE OF INTERNATIONAL  
RESCUE COMMITTEE**

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**DECLARATION**

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

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## ABSTRACT

This research studies the influence of monitoring and evaluation practices on humanitarian project planning with a focus on International Rescue. Out of this objective, three specific objectives are generated. The first objective sought to determine the influence of budgetary allocation in M & E activities on humanitarian project planning. The second objective sought to examine the influence of data access in humanitarian project planning and the third objective endeavored to examine the role of capacity building in M & E activities. For each of these objectives, a corresponding hypothesis was formulated. The study was based on the Program theory, Systems theory, and Theory of Change. The study was based on a cross-sectional descriptive research design. The study targeted a population of 46 employees at the International Rescue Committee. Through a census, data was collected from these employees using a questionnaire. The analysis was carried out in Statistical Package for Social Scientists (SPSS). Both descriptive statistics and inferential analysis were applied for the data analysis. The descriptive statistics included frequencies, percentages, mean and standard deviation. A simple linear regression analysis was used in testing the hypotheses. The results revealed that budgetary allocation ( $t(43) = 0.534, p < 0.05$ ); data access ( $t(43) = 1.153, p < 0.05$ ) and capacity building ( $t(43) = 1.237, p < 0.05$ ) in M & E activities had a positive impact on humanitarian project planning at 5% level of significance. It was thus concluded that International Rescue Committee has an effective M & E system in place. The study recommends the exploration of more data collection methods such as digital tools and diversification of the pool of M & E experts. Concerning further research, the study suggests an investigation of the potential role of moderating and mediating variables in the relationship between M & E practices and humanitarian project planning. In addition, the study recommends the study of more humanitarian organizations for more generalizable results.

## **DEFINITION OF TERMS**

**Budgetary Allocation:** This is the maximum amount of funding a humanitarian organization is willing to spend on a humanitarian response program over a specified period.

**Capacity building in monitoring and evaluation:** It is the ability of a humanitarian organization and its employees as a whole to manage their affairs effectively.

**Data Access:** This information is available about a specific phenomenon that can be used for analysis.

**Evaluation:** A systematic and definite method adopted that is directed towards reviewing ongoing humanitarian response programs to attain the objectives that are important for its progress.

**Humanitarian project planning:** Observation of relief approaches and the execution of readiness initiatives by humanitarian responders.

**Monitoring:** The process in which important elements of the implementation of a humanitarian program including funds usage, reporting, record keeping, and outcomes review are tracked on a routine basis to ensure effective project implementation following the plan.

## **ABBREVIATIONS AND ACRONYMS**

<b>HIC</b>	Health Information Systems
<b>IFAD</b>	International Fund for Agricultural Development
<b>IRA</b>	International Relief Association
<b>IRC</b>	International Rescue Committee
<b>M &amp; E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System
<b>NACOSTI</b>	National Commission for Science, Technology, and Innovation
<b>NGO</b>	Non-governmental Organization
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>SPSS</b>	Statistical Package for Social Scientists
<b>UNDP</b>	United Nations Development Programme

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

Even though each emergency is unique, it touches upon common logistical elements like planning, preparedness, design, execution, and implementation consisting of various actors, agencies, and recipients (Meyer, 2015). Paralleling these emergencies are the constant and growing pressures on governments and humanitarian organizations around the world to be more responsive to demands from internal and external stakeholders for accountability and transparency and delivery of tangible results. The citizens, the private sector, non-governmental organizations, civil society, and donors are among the stakeholders interested in improving humanitarian assistance (Durant & Durant, 2015). As demands for greater accountability and results have grown, there is an accompanying need for useful and useable results-based monitoring and evaluation to support the management of humanitarian response projects. Monitoring and evaluation is a powerful management tool that can be used to improve the way humanitarian organizations achieve results in emergencies. This study attempted to establish the effectiveness of monitoring and evaluation practices in humanitarian project planning.

### **1.2 Background to the Study**

Monitoring and evaluation play a salient role in the general planning and implementation of a project within an organization and it can offer insights on the progress, influences, and results of a specific program. Moreover, according to Meyer (2015), M&E can offer information on evidence-based planning and policy for sustainability. According to Chaudhri, CDC, and Miller (2017), monitoring is defined as purposefully assessing how the activities of a programme are progressing and

collecting information on different activities being undertaken. Activities of monitoring ought to (though do not often) feed into evaluation. On the other hand, evaluation is the process of establishing the worth (value) or merit of a particular programme, serving as the grounds for establishing whether a programme ought to be improved or canceled. M&E are important tools for learning for institutions to ensure that all programme are aligned with the needs of the stakeholders.

The 21st Century has experienced advancements in cultural trends, technological advances, globalization, and political trends. During this time frame, the response of humanitarian aid to emergencies and natural disasters has also increased at a rapid pace (Cappemini Consulting, 2019). While conflicts and disasters have been taking place for many years, never has media exposure in disaster made more donors and people aware of the devastation level during a disaster than in the current century. With the increased level of awareness comes an increased flow of money in response as espoused by Tang (2016). According to Karlsson, and Eriksson, (2017), although a greater emergency response is a good initiative, it is followed by several difficulties and challenges including ensuring accountability of the funds donated by donors, training staff to handle a crisis, and timing of communication, assistance and security.

Among the most salient challenges faced by agencies of humanitarian aid such as non-governmental organizations (NGOs) include the dilemma of the approach to adopting in measuring its effect during a disaster (Thomas & Kopczak, 2015). This challenge arises more when aid agencies attempt to assess the results to improve their response efforts for future disasters. The current study evaluated the effect, intended and otherwise of M&E tools in response planning of humanitarian projects.

A thin line differentiates monitoring and evaluation within the management cycle of a project; though, the two elements are dependent and mutually of salient importance to the sustainability of the project (UNDP, 2016). Monitoring is the process in which important elements of the implementation of a project including funds usage, reporting, record keeping, and outcomes review are tracked on a routine basis to ensure effective project implementation in accordance to the plan. On the other hand, evaluation is the systematic and definite method adopted that is directed towards reviewing ongoing projects to attain the objectives that are important for its progress (Gooding, et al., 2018). M&E ought to provide relevant and comprehensive data to support decision-making in general.

Practices of M&E are designed to help in screening, tracking, and comparing the results of a project against planned/stated targets as explained by the South African Management Development Institute (2015). These practices are a comprehensive undertaking that guides a project from screening, tracking, record keeping to data evaluation to make comparisons that are aligned with the established objectives and goals of the projects (Kerzner, 2015). Practices of M&E are important for the communication and reflection in supporting the implementation of the project that ought to be planned and managed throughout the cycle of the projects (Nyonje, Kyalo & Mulwa, 2015).

### **1.2.1 Humanitarian Project Planning**

Planning is an essential element of the humanitarian organizations' logistics as emergency response usually involves the capabilities of actors in the structure of the supply chain (Dubey, Bryde, Foropon, Graham, Giannakis, & Mishra, 2020). Essentially, responders of humanitarian aid are united in preparing and calling for plans to come up with solutions to threats including wars and terror attacks. Planning



identifies the threats to understand the behaviour of humans under stressful conditions by logically following the literature on technological and natural disasters. According to Raillani, Hammadi, Samed, El Ballouti, & Barbu (2020), in developed countries these threats mean features separating them from other emergencies. According to Dubey, et al (2020), there exist different challenges that can arise during the planning of specific emergency responses.

The first challenge involves the emphasis made on a plan as a document rather than the process for a specific crisis. This challenge is followed by the issue of planning awareness for technological and natural disasters on policy makers, elected leaders, and law enforcers who are responsible for planning for emergencies. Following this perspective, planning is the ability to reconfigure and change resources and actors to respond to different demands as expressed by Durant & Durant (2015).

### **1.2.2 Budgetary Allocation**

Budgetary allocation entails the provision of financial resources, typically in the form of money, or other values such as effort or time, to finance monitoring and evaluation activities of a program or project humanitarian planning project should have adequate provision for monitoring and evaluation activities (Caffrey & Munro, 2017). For the monitoring and evaluation to be given due recognition, the M & E budget should be delineated within the overall project budget (McCoy, 2015). The costs of operationalizing the M & E plan should be included in the budget processes (Wachaiyu, 2016).

Allocation of clear and adequate financial resources for effective M & E is imperative for the successful implementation of M & E. It is, therefore, vital that in allocating sufficient funds for M & E, appropriate methods of budgeting are employed,

the scope and complexity and activities involved in the project must be considered. Muiga (2015) posits that delineating M & E budget within the overall project budget positions M & E the importance it deserves in project management. The timely release of M & E funds as and when it is required will save any delays in M & E and ultimately promote the smooth running of the project. To guarantee that budgeting is done right and efficiently, the need for periodic auditing (internal/external) of the M & E budget ensures budget allocations are sustained and rightly so, influence effectively the monitoring and evaluation of projects (McCoy, 2015).

### **1.2.3 Data Access**

Most projects are faced with data quality challenges making it extremely difficult to take an apt decision on project implementation. M&E should offer comprehensive and relevant data that will support decision-making. Whiles monitoring and evaluation is concerned with the continuous gathering of project information on activities regarding the process and the utilization of project resources; materials, human and financial, the quality of the data on the project must be sufficient, reliable, accurate, valid and acceptable (Gudda, 2016). Data collected should serve the purposes for which it was gathered. The quality of project data cannot be overemphasized for resource planning and interventions to prevent re-work therefore its importance in monitoring and evaluation. Mulandi (2015) studying the performance of M&E systems in selected non-governmental organizations in Kenya argued that the quality of the M&E data was significant. Achieving data quality, therefore, requires automation of the M&E process and the utilization of information technology systems.

### **1.2.4 Capacity Building in M & E**

The term ‘capacity’ has been defined in varying dimensions but in this study, it is viewed as ‘the ability of people, organizations, and society as a whole to manage

their affairs successfully' (Organization for Economic Co-operation and Development (OECD), 2016). It is a collective term denoting empowerment and general potential to achieve effectively the desired purpose determined beforehand. Thus, evaluation capacity can be said to be the ability of an M&E system to effectively achieve monitoring and evolutionary objectives of an organization. The capacity of an individual, an organization, or a society varies from time to time due to both internal and external influences; what is useful today may be outdated tomorrow. This variation may bring about deficiencies in the ability in question. Therefore, capacity building is seen as a more deliberate process in which people, organizations, or society as a whole create, strengthen or maintain this ability over time.

One of the earliest definitions of capacity development for M & E by Schaumburg-Muller (1996) puts it as activities, which provide support for systems of evaluation, audit, feedback, and learning from policies, programs, or projects performed at various levels. This definition is broadened by the use of the word "activities" since it doesn't point out the specific activities of capacity development. He viewed these activities as being separate from the M&E system itself but having a supportive role to ensure the sustainability of the M&E system. Kithinji (2017) noted that capacity development for M & E is the intentional work to continuously create and sustain overall organizational processes that lead to quality evaluation and its routine use.

The intent of the organization to boost these M&E abilities is thus evident from these definitions. Kithinji (2015) gave a detailed description of capacity development as involving the design and implementation of teaching and learning strategies to help individuals, groups, and organizations, learn about what constitutes effective, useful, and professional evaluation practice. He points out that capacity development aims at

sustainable evaluation practice—where members continuously ask questions that matter, collect, analyze, and interpret data, and use evaluation findings for decision-making and action.

### **1.2.5 International Rescue Committee**

The IRC is an international humanitarian NGO that offers response services during humanitarian crises across the world and helps affected people to survive and recover from a disaster. Formerly, the IRC was called the International Relief Association (IRA), which was established by Albert Einstein in 1933 to help the Germans who were affected during Hitler’s reign. Later in 1942, IRA merged with the Emergency Rescue Committee, and the name was changed to IRC (IERC, 2020).

The headquarters of the IRC are in New York in the United States of America. The organization is operational in 33 international countries out of which 19 states are situated in Africa. The IRC Kenya was established in 1992. The mission was to provide women’s empowerment and protection, healthcare, governance, and nutrition services to refugees and communities in Kenya (IERC, 2020).

### **1.3 Problem Statement**

As a result of urbanization and climate change, people from all over the world are at risk of being affected by natural disasters. These natural disasters and man-made disasters continue to affect societies and states across the globe, now more than ever. Often disasters affect the poor states due to the inadequate preparedness in such states, the increased population, and poor infrastructure. Existing literature also reveals that the average number of natural disasters has increased rapidly over the past decade. However, as expressed by Karlsson, and Eriksson (2017) in the field of humanitarian

logistics, there is still a lack of expertise to handle the disaster at the same pace, which has led to inefficiencies and waste calling for an improvement in the response services.

Thomas and Kopczak (2015) found that efforts of humanitarian relief are limited by a lack of essential members and especially skilled personnel and experts in affected regions and foresee that in the coming five decades, man-made and natural disasters will increase over five times in number and also in severity. Hence, it is the responsibility of people operating in the sector to help the people likely to be affected by such disasters. To ensure the lives of people are saved, different humanitarian organizations must work in disaster-prone regions, however, these relief initiatives have been deemed ineffective. The finances required to ensure effective and efficient humanitarian relief operations account for 80% of the finances of a humanitarian agency. In this environment, there is a need to develop structured humanitarian aid with a response that is flexible to lower the suffering of affected people (Thomas & Mizushima, 2015).

While operational employees face logistical difficulties daily, the management still faces the need to pay attention to program planning and fundraising to offer adequate financial and other forms of donations for relief initiatives. Bharti, Lu, Bengtsson, Wetter, and Tatem (2015) notes that while this results in increased investments for response in disaster, mid and long-term logistics initiatives may get little funding which ultimately may influence operational performance. A key area for improvement in the performance of humanitarian assistance is the application of appropriate monitoring systems and performance evaluation.

Studies supporting the efficacy of M & E practices have been conducted under various contexts. For instance, Adini, Goldberg, Cohen, Laor, and Bary-Dayana (2016)

focused on the emergency preparedness of Israeli hospitals; Richard et al (2017) on the conflict in Myanmar; Bharti, Lu, Bengtsson, Wetter, and Tatem (2015) on the humanitarian crisis in Ivory Coast and Wanjiru and Kimutai (2015) on non-governmental organizations based in Nairobi County. As such, there seem to be contextual gaps in the extant literature. The researcher is yet to come across similar research focusing on the link between M & E tools and humanitarian project planning with IRC as the point of reference. As for the methodology used in the extant literature, most studies utilized cross-sectional designs (Agutu, 2015; Enenkel et al., 2015; Wanjiru & Kimutai, 2015). This same research design was adopted in this study. However, given that the scholars focused on different contexts, there still exists a methodological gap given the unique subject of this study.

As explained, there remains an unresolved problem along with the methodological, contextual, and conceptual spheres in the link among different variables. This study focused on M & E practices as a predictor of humanitarian project planning. The researcher is yet to find a study that has covered extant literature on the relationship between the two variables particularly about IRC Kenya. Consequently, this study sought to address these gaps by answering the question: What is the influence of M & E practices on humanitarian project response planning with IRC as a point of reference? The purpose of this study was to determine how M & E practices affect humanitarian project response planning within IRC.

#### **1.4 Purpose of the Study**

To determine the influence of M & E practices on humanitarian project response planning with IRC as a point of reference. The M&E practices investigated in this study include, budgetary allocation, data access and capacity building. Therefore, the general objective of this study is to determine the influence of the respective M&E practices

(budgetary allocation, data access and capacity building) as well as the joint effect on humanitarian project planning.

### **1.5 Specific Objectives**

- i. To determine the influence of budgetary allocation in M & E on humanitarian project planning with IRC as a point of reference
- ii. To determine the influence of data access on humanitarian project planning with IRC as a point of reference
- iii. To assess the influence of capacity building in M & E on humanitarian project planning with IRC as a point of reference

### **1.6 Research Questions**

- i. How does budgetary allocation in M & E influence humanitarian projects planning in IRC?
- ii. How does data access influence humanitarian projects planning in IRC?
- iii. How does capacity building in M & E impact humanitarian projects planning in IRC?

### **1.7 Research Hypotheses**

The study tested the following research hypothesis

- i.** H<sub>01</sub> Budgetary allocation has a significant positive influence on humanitarian project planning.
- ii.** H<sub>02</sub> Data access has a significant positive influence on humanitarian project planning.

- iii. H<sub>03</sub> There is a significant relationship between capacity building and humanitarian projects planning.

### **1.8 Significance of the Study**

The current study broadens the existing knowledge about humanitarian project planning. In this sense, those in academia are expected to benefit from the new knowledge. Future researchers will also benefit because the study is expected to open new areas of research.

Beyond the scholarly scope, the study offers insights into national programs and policies supportive of M & E uptake. Additionally, this study fills an important need in helping practitioners who seek a guide for use in establishing M & E systems in their projects. From the findings obtained, the researcher presents a series of practical actionable steps that practitioners can take to foster effective M & E practices and better humanitarian project planning.

### **1.9 Delimitations of the Study**

For this study, the focus was on the IRC, a humanitarian organization with headquarters in Nairobi City County. While the organization has offices across different parts of the country, the collection of data for this study was done in its headquarters. The headquarters was selected purposively as it receives information from other outstations hence the researcher was likely to acquire more detailed information.

The IRC is one of the leading international organizations in the provision of humanitarian assistance to refugees in Kenya and arguably in Africa. At a time when many organizations spend a lot of money and resources in developing strategies and plans for their projects, the IRC has successfully managed to implement its humanitarian projects on time. As such, it is important to examine the practices



embraced by the organization more deeply and document them for other NGOs in the sector to emulate.

### **1.10 Limitations of the Study**

The use of questionnaires as a data collection instrument is a potential source of non-response and self-report biases. Some eligible participants may choose to skip some questions or interpret the questions wrongly. To minimize non-response bias, the researcher employed follow-up procedures. To address the possibility of self-report bias, the researcher conducted a pilot study where the questionnaire was pre-tested. This helped to ensure that the questions were correctly understood by respondents and easily answered by them.

### **1.11 Assumptions of the Study**

Firstly, it was assumed that humanitarian project planning is a challenge or an area of concern of IRC Kenya. Secondly, it was assumed that IRC Kenya conducts monitoring and evaluation of its programs. Lastly, it was assumed that the respondents in the study would be cooperative and provide reliable and relevant responses to enable the study to be conducted within the required time frame.

### **1.12 Theoretical Framework**

This section is focused on the foundations that ground the research on the interrelationships involving M & E and successful project outcomes. The emphasis in this section is on the breadth of theoretical perspectives-specifically, the program theory, complexity theory, and theory of change-that often are the point of departure for the design of research studies relating to the variables of interest. While reviewing these theories, their utility in this study is highlighted.

### **1.12.1 Program Theory**

The program theory was developed by Huey Chen, Peter Rossi, Michael Quinn Patton, and Carol Weiss (Patton, 2002). The core of the theory focuses on the approaches used in bringing about change and the individuals responsible to ensure change. Often, logic models are adopted in representing program theory and they reveal how the general logic is utilized in an intervention. The theory is found in the theory of change and the field of applied development evaluation. The proponents of the theory grounded its application on how to associate program theories to assessment for several years. The theory was a pragmatic tool in M&E for several years; the theory was first known for its conclusive technique in fixing problems and addressing the need to conduct assessments that complement the results. Sethi and Philippines (2016) argue that the theory provides a tool for the control of influential areas in assessment. Different transactions of organizations involve the human service programs designed to establish the needs of the society, these programs are subject and dynamic to change on the grounds of a prearranged phenomenon. Hence, the theory uses a different logical framework. The model encourages the involvement of stakeholders, management, and the evaluation and review of findings (Larsson, 2018).

The theory is a practical and expected model on the approach in which program hypothetical work. According to Larsson (2018), the theory is a proposition concerning the transformation of inputs into outputs. Transformation is measured by making a comparison of the input and the expected output. It exhibits how the program components process is expected to affect the outcomes. According to Rossi (2016), the theory is made up of an organizational plan on the approach to follow in resource allocation and in organizing program activities to ensure the establishment and maintenance of the service system.

Further, the program theory helps in the plans for the utilization of funds, which evaluates how to target individuals to get the needed intervention. This is accomplished through the relationship between the systems of service delivery. Lastly, the theory offers information on the way the planned activities for different target individuals are representative of the expected social benefits. Gooding, Makwinja, Nyirenda, Vincent, and Sambakunsi (2018) show the advantages of making use of the theory-based framework in M&E. These advantages include the identification of results of specific projects and identifying undesired and anticipated results. Rossi (2016) espouses that theory-based assessments, therefore, enable an evaluator to comprehend the reason and how a program operates.

The application of the theory is evident in the input-output model in monitoring performance, communicating the findings, and improving the performance of the project. The practices of M&E are basic inputs which when used appropriately result in the processing of inputs and ultimately in providing measurable outputs. The theory holds that the consequences of influencing the processes and inputs to attain improved output and lead to improved results. The process inputs are the variables influencing the results, which are often referred to as the performance, for this case; they are the variables of technical expertise, planning process, involvement of stakeholders, and participation of management. The logical model makes a clarification to the program objectives in identifying the expected relationship following the chain of the result. It offers a relationship to identify measures of performance at each step of the logical model. It provides an answer to the uncertainty question of the project by monitoring the project progress and taking active correction measures in case of any diversion to ensure the realization of objectives. The theory shows an immediate result from which

a program is attained, it facilitates in understanding whether a change has occurred towards a set level of performance.

The three objectives for this study are linked to the program theory. Diverse organizations have varied ways to deploy resources and organize activities to ensure intended outcomes are realized. Program theory looks into key elements of service delivery; deployment of resources, utilization of resources, and compares the realized outcomes with the intended outcomes. This theory was of importance to this study in understanding how an organization can generate sufficient resources capacity in terms of funding and personnel (capacity) to M & E. Data collection methods differ across organizations. According to the program theory, the use of this information creates a more accurate mode of resources allocation towards meeting the targeted goals.

### **1.12.2 Systems Theory**

The systems theory by Aristotle as advanced by Bogdanov, (1980); von Bertalanffy (1968), and Meadow (2008) is adopted to relate the variables in the study. This theory was first applied in the science and engineering fields. The application of the systems theory to management in the late 1950s was one of the most important contributions of the scientific management school. Systems theory is an interdisciplinary theory about every system in nature, in society, and in many scientific domains as well as a framework with which we can investigate phenomena from a holistic approach (Meadow, 2008). Systems thinking comes from the shift in attention from the part to the whole (Curlee & Gordon, 2015), considering the observed reality as an integrated and interacting phenomenon where the individual properties of the single parts become indistinct. According to the systems theory, a system is defined as an entity composed of interdependent parts each of which contributes to the characteristics of the whole.

Applying the theory in the context of this study, the humanitarian response process is seen here as a system with many interrelated parts each of which works in combination with all others to form an entity with specific properties and purpose. These parts are interdependent and so if one of the parts malfunctions, then the overall or the desired effect of the system will not be achieved. In this study, there are the human, material, information, and environmental elements that all work together to produce projects to satisfy the needs of the community. The humanitarian response process is viewed here as an open system that receives information, which it uses to interact dynamically with its environment, composed of varied stakeholder interests. According to the proponents of the systems theory, openness increases its likelihood to survive and prosper (Curlee & Gordon, 2015). Monitoring and evaluation enhance and sustains the concept of openness, which is viewed as a critical success factor in meeting the objectives of humanitarian projects. The relevance of this theory in this study is born out of the sense that an organization or processes in a general sense are people (social component) and the technology or techniques they use to get work done and these two components are called socio-technical systems.

Monitoring and evaluation are designed so that the approach, the techniques, and the tools all fit together to compliment, link, and interact with each other in an interactive process. The system will not work well if only the tools are used and the approach is missing. It will also not work well if the approach is adopted, but the tools used do not encourage participation. With participatory monitoring and evaluation well anchored in the humanitarian response process, the result is many possible additional benefits such as achievement of social responsibilities and relationships, employee and beneficiary satisfaction, and growth rate (Kananura, et al., 2017).

The integrated policy, planning, and budgeting framework adopted from the World Bank is the analytical foundation, which was used to integrate the Local Authority Delivery Action Plan (LASDAP) process. In this study, the theory is used to find out whether M&E as the combining machinery to different parts of the humanitarian response process could contribute to the increased effectiveness of humanitarian response programs. This theory was useful in explaining the relationship between budgetary allocation, data access, capacity development, and humanitarian project planning.

### **1.12.3 Theory of Change**

Carol Weiss in 1995 was the first to introduce the theory of change. The theory attempts to explain the why and how of an initiative. It generates information and knowledge on the effectiveness of a project also offers information on the approach employed to be efficient. The theory guides the project and directs the goals that need to be achieved. M&E refines and tests the road map while the communication facilitates attaining the destination by ensuring change. In addition, the theory of change provides a foundation for the project concerning whether a change will occur (Msila & Setlhako, 2015).

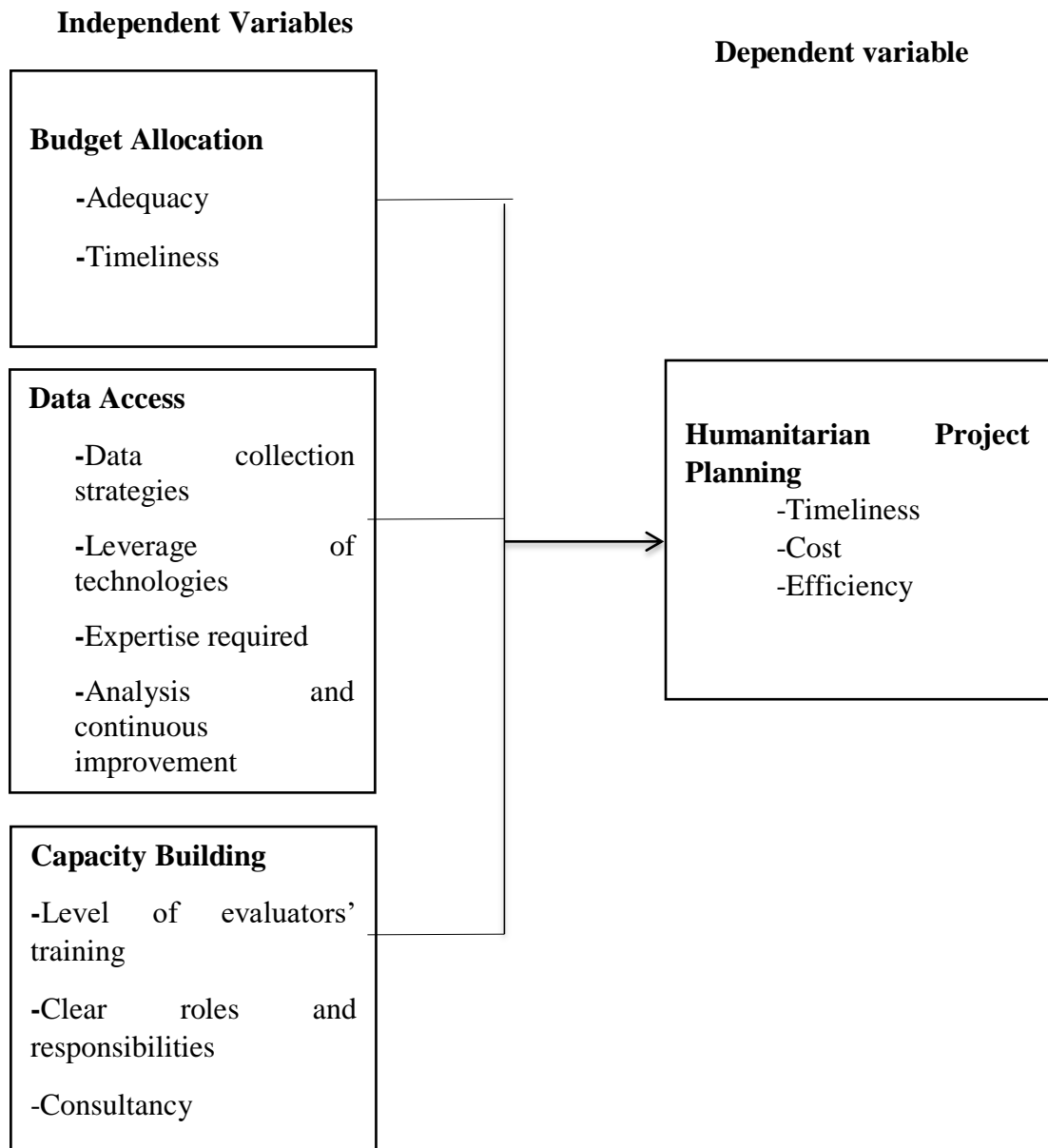
According to Stein and Valters (2015), the theory of change was developed in the 1990s in response to the program theory to offer a solution to the challenges of the evaluation theory. The theory is utilized in offering solutions to complex challenges that influence society. Thus, it gives direction on the approach to be taken by the project using a testable and definable method through M&E.

This theory is quite relevant to this study since programme and projects need to be founded on very good principles. Theory of change when appropriately used may

assure the project managers that their programme are to deliver the right activities for the desired outcomes. Through this theory, plans are easier to sustain and evaluate. Every plan comes from good ideas and is carefully developed towards the use of resources for certain expected future solutions to existing problems. In this theory, there is a closer look at the relationship between inputs and results. Humanitarian projects perform well, like all other projects, if allocated resources are carefully used and there are systems set to test whether there is accountability and progress in the processes. This accountability and attainment of expected progress in processes indicate good performance of humanitarian projects. The theory has been instrumental in explaining the link between budgetary allocation, capacity development, and humanitarian project planning.

### **1.13 Conceptual Framework**

Building on the extant body of research reviewed in this study, a conceptual framework is proposed for a better understanding of the interrelationship between M & E practices and humanitarian planning. A visual representation of this framework is shown in Figure 1.1. The framework offers a logical structure for proper analysis of the interrelationships among these variables of interest.



**Figure 1.1: Conceptual Framework**

The conceptual framework outlines three dimensions, which the extant body of research has shown to influence humanitarian project planning, the indicators of the respective dimensions, and those of humanitarian project planning itself. The framework places these three dimensions as independent variables and humanitarian project planning as the dependent variable. These three dimensions include; budget allocation, data access, and capacity building.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, the intended goal is to thoroughly document, critically analyze and reflect on the state of the knowledge to this point regarding the relationship between M & E practices and humanitarian project planning. The empirical evidence of the relationships among the variables of interest is presented and critically reviewed. Based on this review, the knowledge gaps in the current state of literature serving as avenues of research are then discussed.

#### **2.2 Empirical Review**

The focus of this section is presenting a review of the extant literature in connection to the variables of interest in this study. Included herein is the empirical review of the link between budgetary allocation, data access, capacity building, and humanitarian project planning. This review brings to the face the nature of relationships among the variables established by earlier studies as well as the gaps in knowledge of this study's subject matter.

##### **2.2.1 Budgetary Allocation and Humanitarian project planning**

Budgetary allocation refers to an integral component of a budget that indicates the level of resources an organization is committing to a program or project (Kwon & Kang, 2018). Essentially, the allocation of resources is a challenge since project resources are normally limited in supply and since a specific resource can be used as different alter natives (Cristina, 2016). Concerning specifics and experience of each M&E system, there is a possibility to establish the number of resources necessary for each step of M&E. The most effective systems of M&E are those that are aligned with

the design and purpose with the ability of the project for implementation in terms of its capacity.

In a study to determine the factors that influence the performance of government project M&E in Kenya's Narok East sub-county Constituency Development Fund (CDF) projects, Nabulu (2015) observed critical factors essential to efficiently monitor and evaluate government projects. The study observed that to carry out quality M&E, there is need for necessary skills, methods, and resources accountability and resources. Kamau and Mohamed (2015) share the same viewpoint. The M&E methodology, the strength of the M&E team, and the stage in the project life cycle were all deemed to be positive and statistically significant in influencing a project's success

Resource allocation arises as an issue because the resources of a project are always limited in supply and because any given resource can have many alternative uses. Based on experience and specifics of each M&E system, it is possible to determine the number of necessary resources in regards to each M&E step (Cristina, 2016). Financial capacity to do M&E is critical for any work to be undertaken. The credibility of information gathered from the M&E system that is underfunded would be questioned more so on the quality of that information. More likely is the fact that crucial data may have been left out. The utilization of such data may not be meaningful. The control purposes of budgeting deal with ensuring that a project's expenses do not exceed the revenues and that both are properly accounted for and documented. Resources are committed and spent only when they conform to the approved budget and when their expenditure works toward the accomplishment of the project's plans, goals, and objectives.

The International Fund for Agricultural Development (IFAD) in its project M&E guide recommends that the essential areas of focus from the resources of a project are its financial and human capacities to undertake M&E (Njama, 2015). They argue that the limitations of the budget are one of the key challenges in the implementation of M&E and recommends the allocation of finances for direct salaries for M&E staff; training and employment of local experts in M&E for consultation; indirect allocation of salaries for field staff and management; cost of services including the collection and analysis of data, training; M&E travel expenses; budget consultations; communication expenses including newsletters; media development and publication expenses to ensure materials are of high quality to share with other clients of M&E (Njama, 2015). The budgetary allocation process thus deals with the determination of what revenues will be used to achieve what goals and objectives in M & E. In this context, budgetary allocation is seen not as a stand-alone activity but rather as an integral component of M & E planning system. The direction or redirection of resources should be decided on per the priorities articulated in the M & E's plans, goals, and objectives. To allocate resources otherwise can lead to situations where a project's budgeting system hinders, rather than facilitates, the achievement of the agency's goals and objectives.

Sperling and Szekely (2015) assessed the Isidore Hurricane in Mexico and suggested the establishment of a system of national disaster management needs an integrated disaster response. It also emphasized the need to ensure communication and to establish an institutional framework. The authors argued that financial resources ought to be provided together with a stable arrangement of the information shared. In this sense, the level of funding is a key determinant of the operations of a humanitarian project. Adequate funding would ensure M & E activities are implemented effectively which would translate to the outcomes of the humanitarian project.

In Kenya, Kithinji, Gakuu, and Kidombo (2017) embarked on a study to determine the link between resource allocation and results of M&E among community-oriented organizations in Meru County. Applying a mixed-methods research approach, the scholars established a positive relationship between resource allocation and high M & E results in utilization. In other words, the more resources were allocated to projects the more the M & E results were utilized.

In any business, the budget of a project needs to ensure the term monitoring and evaluation activities are fully funded. Organizations need to allocate resources and time to the function of monitoring and evaluation with regards to training, motivation, communication and employ time to undertake the activities of monitoring and evaluation effectively. Agutu (2015) in Kenya assessed the factors that influence M&E system implementation concerning school feeding programs in Langata sub-County. The study collected quantitative data, which was analyzed using descriptive statistics through the help of statistical software.

Focusing on financial management, Agutu (2015) assessed financing capacity building, mutual funding, budgetary allocation, feedback mechanism, and financial information. The study respondents included: the staff members from the M&E department and other school administrators that benefited from the program. The findings from the study indicated that the allocation of budget and financing moderately influence M&E programs implementation. According to the study, effective financial management ensures proper allocation of resources to M&E activities and ensures satisfaction concerning the delivery of services. Further, the study recommended that to improve service delivery organizations must establish an M&E department. The study was inclined to the implementation side while the current study focuses on the performance measure.

### **2.2.2 Data Access and Humanitarian project planning**

Data access refers to the process of data collection, capture, and verification (Armia, 2017). This component of M & E is responsible for the provision of data, which is important to the smooth functioning of an M & E system. Without the generation of data, a monitoring and evaluation system cannot be operational and as such this component details the process of data collection, verification, and its translation into meaningful information. Communication in any project is important since it offers clarity on the responsibilities and roles, the expectation, and available information concerning performance and project progress (UNDP, 2016).

Possessing an information system that offers up-to-date, timely, and accurate information to decide on M&E attains this. The information system integrates people, networks, software, hardware, and other data resources, whose sole function is to collect, store, transform and disseminate information within an institution (Kyalo, Mulwa & Njonje, 2015) supporting the activities of the institution. Focusing on health programs, the UNDP (2016) reported that in its capacity, the health information system promotes timeliness, quality, and relevance and transforms data into information for decision-making in the health departments.

Once the program's information needs are defined, a plan for reliable collection and management of data is developed. Gathering and organizing information generally describes methods to enable resource allocation. It asks questions such as 'How will we collect, collate, analyze, record and store data' and 'who should be involved'. Lastly, it describes methods for data collection, synthesis, analysis, and recording. These are dependent on several factors, including the purpose and scope of the M & E system, availability and reliable data from other sources, and the reliability, sensitivity, and cost-effectiveness with timeliness.

The performance of projects depends on the M&E data quality. Research conducted both by NGOs and government reveals the existence of an important relationship between data and the performance of the project. For example, Adini, Goldberg, Cohen, Laor, and Bar-Dayana (2016) assessed the relationship between the preparedness of hospitals for different emergencies and whether one component of an emergency phenomenon had a relationship with the preparedness for a different emergency phenomenon. The study adopted a structured evaluation tool. The study was executed in two phases; the assessment of standard operating procedures and site visits. The correlation between preparedness and various emergencies was analyzed via Spearman correlation. A strong relationship between different emergencies preparedness was established. With regards to biological events, the standard operating procedures correlated with the preparedness of all investigated emergencies. In addition, the study found a strong relationship between training and preparedness drills for all of the emergencies investigated. As such, the authors concluded that standard operating procedures, training, and drill programs improved the preparedness of the hospitals for different emergencies.

In their retrospective study, Bharti, Lu, Bengtsson, Wetter, and Tatem (2015) examined the role of mapping human mobility during a humanitarian crisis using Ivory Coast as a point of reference. The study utilized two remote measures; anonymized mobile phone call records and nighttime lights satellite imagery to evaluate the average size of the population and the dynamic changes in the population. The sources of the data detected movements across varying temporal and spatial scales. The findings indicated that two sources of data revealed a strong correlation in average measures of the sizes of the population, which allowed identification of short-and long-term population elements at varying points through a crisis. In their conclusion, the scholars

noted that the use of remote sources of data to evaluate movement is more promising for future humanitarian crises.

Enenkel et al. (2015) embarked on a study to examine the impact of monitoring food security using remote sensing and mobile data collection on the humanitarian response to the crisis in the Central Africa Republic. The research was based on a cross-sectional survey where the remote sensing and mobile data collection techniques were adopted in gathering information on the socio-economic vulnerabilities associated with malnutrition within the area under study. The findings indicated that recording the assessment location using smartphones facilitated analysis and the exhibition of coupling between the risk of drought and its influence. In addition, the use of satellite information was established to support the translation of early warning signs into effective action, lowering the cases of false alarms and strengthening the approach of preparedness to disaster.

Kahura (2016) conducted a study on the function of management information systems (MIS) within the construction industry for projects based in Nairobi. The study found a positive and significant correlation of 0.954 between MIS and the success of the project. Ngatia (2015) on the other hand found a lower but positive correlation of 0.0435 between MIS and project performance. Regression analysis from the study revealed that a unit increase in the systems of information results in a 0.024 performance increase. The study revealed that this relationship would be stronger if extraneous variables did not exist. However, the positive relationship confirms the important function of MIS in facilitating reliable data on M&E.

The studies demonstrate that data collection strategy should be a central part of an M & E system. Implementation of monitoring depends upon a careful selection of

indicators upon explicit result chains to support effective assessments of a project. As such, primary data collection, organizing, and analysis are important for planners to consider.

### **2.2.3 Capacity Building and Humanitarian Project Planning**

Capacity is defined as the ability of society, organizations, and people as a whole in managing their affairs effectively (OECD, 2016). M&E operation makes use of the capacities of people including beneficiaries, employers, and volunteers in M&E. It is important that the development and capacity building of various people included in M&E is designed and conducted regularly to ensure the successful and effective implementation of M&E.

According to the United Nations Development Program (UNDP), a holistic approach in the identification and offering solutions is required for the pursuit of monitoring and evaluation of outcomes (UNDP, 2016). Acevedo, Rivera, Lima, and Hwang (2015) posit that developing human resource capacity is essential in establishing M&E system sustainability. In simple terms, the capacity of an M & E system is its ability to successfully apply its skills and resources to accomplish its goals and satisfy the expectations of all the stakeholders involved. The capacity building aims to improve the potential performance of the M & E system.

In an assessment of the efficacy of M&E functions in achieving project success in Kenya, Kamau and Mohamed (2015) identified capacity building as one of the essential success elements (CSF). The authors of this study divided M&E factors into four categories: M&E approach, M&E strength, project life cycle stage, and political influence. The M&E team may also monitor project specifications by comparing project progress to the plan, according to the study. This occurs at predetermined review



points and against clear, pre-agreed measurements (indicators) to recommend plan revisions as needed in light of performance, changing circumstances, and new information, while staying on track and within the original terms of reference. According to the authors, capacity building was critical in preparing the employees to tackle different circumstances and situations during project planning.

The key staff and partners involved in M & E responsibilities must be ensured to have the knowledge, skills, tools, and support to carry out their respective tasks. A well-functioning M & E system requires human resources, training, as well as materials and financial resources. Key considerations in planning for human resources and capacity building for a program's M & E system include; assessing the program's human resources capacity for M & E; determining the extent of local participation; determining the extent of outside expertise; defining the role and responsibilities for M & E; planning to manage the program's team's M & E activities' and identifying capacity-building requirements and opportunities (Acevedo et al., 2015). Because M & E aims to improve project outcomes, any capacity development may be considered to be an inherently good investment, no matter how it is approached. But poorly conceived or implemented capacity development initiatives can fail to improve, and can even worsen, project outcomes by diverting the overall attention and resources of the organization from high-priority to low priority.

According to the UNDP (2016), the employees given the responsibility to monitor operations need the necessary technical expertise within the field. A retrospective study by Richard et al. (2017) assessed the role of increasing the capacity of indigenous health care workers in the management of traumatic injuries as a means of improving humanitarian response in active zones of conflict in Myanmar. The intervention entailed a 4 to 6-day trauma course for the health care workers in the

region. From 2000 to 2007, approximately 300 health care staff were trained on trauma management. During the period 2005-2007, over 200 patients were recorded under the registry of trauma patients. It was found that victims of trauma treated by trained health care workers survived in more than 91% of the reported cases. The findings indicated the importance of the capacity-building component in M & E in humanitarian project planning.

Muzinda (2017) established several salient factors that impeded the effective implementation of M & E in HIV/AIDS projects operated by NGOs in Botswana. It was found that the M & E process was hindered by poor financing, lack of trained personnel, and multi-donor and stringent requirements of reporting. Despite the study being presented at the gap by not focusing on NGO's performance with regards to HIV projects within the country, the study indicated that all projects implemented by local NGOs in the state did not conduct effective M&E. This highlights the critical role of funds and the capacity of the staff in shaping the effectiveness of the M & E process in humanitarian projects

A study by Kawonga (2015) analyzed the HIV M&E system. The study indicated that people who use the system and in particular the health information system (HIS) did not possess the required competence, and thus needed to be trained. The study respondents included health facility managers and program managers who did not possess any expertise in the field of M&E; therefore, they were conversant or familiar with the M&E system. The needed capacity building, which provides an opportunity for the staff to take up responsibilities relating to M&E.

In South Sudan, Abalang (2016) evaluated the performance of systems of M&E at Caritas, Torit. The study assessed how methods and tools, management, employee

training, and involvement of stakeholders affected the performance of systems of M&E. The collected data was analyzed using content analysis. The results indicated that the majority of the respondents had acquired their skills through training. The study thus recommended that staff ought to receive professional training in M&E.

A study by Nyakundi (2015) focused on donor-funded projects by non-governmental organizations. The study revealed that the technical skills of employees influenced the M&E implementation. According to the study, employees' skills are important in developing a results-oriented performance monitoring system. The quantitative data indicated that one unit increase in technical skills would result in a 0.122 increase in the implementation efficiency of M&E. The study concurred with Ngatia (2015) who found that training the human resource resulted in a 0.288 increase in performance of agribusiness projects mental organizations in Muranga County.

Similarly, Wanjiru and Kimutai (2015) assessed the determinants of M&E effectiveness in non-governmental organizations located in Nairobi County. Regression and correlation analysis was conducted in the analysis of the qualitative and quantitative data collected. From the study, 69.15% of the participants had undergone training, which was comprehensive. The author recommended that training be coordinated by all NGOs by induction of local experts in M&E, while also increasing the quality of employees within the M&E field. In addition, Mulandi (2015) evaluated the factors that affect M&E system performance in non-governmental organizations in governance. The participants in the study admitted that they had received training and they included program managers and officers.

### **2.3 Summary of Literature**

In reference to the first objective, scholars Kwon and Kang, (2018), Cristina, (2016), Njama, (2015), Sperling and Szekely (2015), Kithinji, Gakuu, and Kidombo (2017) agree that budgetary allocation is essential in the project planning of humanitarian programmes. According to the authors, budgetary allocation positively impacts on humanitarian project planning since it ensures that resources are allocated efficiently and effectively to ensure smooth project planning.

Data access is a critical component in M&E. It is one of the practices according to Armia, (2017), Kyalo, Mulwa and Njonje, (2015), Adini, Goldberg, Cohen, Laor, and Bar-Dayyan (2016) that influences humanitarian project planning. According to the authors, having access to data is importance in facilitating decision making and ensuring appropriate solutions are put in place to address different humanitarian problems.

Human resource is a valuable asset in M&E. This is because, the implementation of any programme or project required the input of human resources. As posited in literature review by Acevedo, Rivera, Lima, and Hwang (2015), Richard et al. (2017), Muzinda (2017) capacity building facilitates and enhances humanitarian project planning since it ensures that competent personnel are put in place to take up different projects.

### **2.4 Knowledge Gaps**

The literature commonly agrees that M&E practices play a critical role in humanitarian project planning. However, these studies are characterized by disparate contextual, conceptual, and methodological choices of the researchers. The contextual gap arises from the fact that some of the studies were carried out in different countries and sectors as opposed to this study. For instance, Sperling & Szekely (2015) focused

on Mexico; Adini et al. (2016) focused on Israel; Bharti et al. (2015) on Ivory Coast; Agutu (2015) dwelled on school feeding programs and Kithinji et al. (2017) on community-oriented organizations.

The review also revealed that a universal measurement of M & E and humanitarian planning is non-existent. This points to a lack of consensus on how the two concepts are defined in the extant research, which highlights a conceptual gap. For example, in the study by Adini et al. (2016), M & E was based on a structured evaluation tool assessing standard operating procedures and site visits which is dissimilar to the health information system used by Kawonge (2012).

Concerning methodological gaps, it emerged that the reviewed studies adopted varied research designs and data analysis techniques. For instance, the study by Bharti et al. (2015) was anchored on a retrospective design; Kahura (2016) adopted a cross-sectional design and Kithinji et al. (2017) employed a mixed-methods approach. All in all, no study has sought to explore the link between M&E practices on humanitarian projects response planning with IRC as the point of reference.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The purpose of this chapter is to describe the roadmap that was employed to facilitate the efficient collection and analysis of data for the study. The chapter outlines information regarding the constituent components of the research methodology including research design, population, data collection methods, reliability and validity tests as well as data analysis techniques. The rationale for selecting each of the components is also highlighted.

#### **3.2 Research Design**

The study adopted a cross-sectional survey design. This design is fit since it allows for the detailed description of a particular phenomenon taking place at a given time involving a specific population (Bryman, 2016). For this study, the design was appropriate since it facilitated the generation of a representative picture of the overall target population at a fixed point in time (Mugenda & Mugenda, 2009). The study examined the link between M&E practices and humanitarian project planning. Therefore, the data collection exercise was likely to bring in varied responses from different sections of the target population, which would be studied at the same time. The cross-sectional survey design thus enabled the researcher to generate a representative image of the entire target population at one point in time grounded on the feedback collected from different population categories of the population. The design allows the researcher to generalize the findings to firms in comparable situations.

#### **3.3 Research Site**

The research site for this study was the IRC Kenya headquarters located in Nairobi, Kenya. The choice of the organization is premised on the efforts it has put

forward in its humanitarian response to vulnerable refugees fleeing from conflict in the neighboring countries. The organization is particularly important given that Kenya hosts one of the largest refugee populations in the world (IRC, 2020).

The IRC is broadly organized into camp-based field operations and coordination in Nairobi. Due to financial constraints, it was convenient for the researchers to focus on the Nairobi office where all the coordination takes place. The IRC works in collaboration with other operational partners such as the United Nations Human Rights Council (UNHRC) and World Food Program (WFP). This way the insights generated from the study can be extrapolated to these organizations among other similar humanitarian organizations.

### 3.4 Population of the Study

The target population of the research included all of the employees at IRC Kenya within the administrative, human resource, and finance departments. In its headquarters, there are 46 employees as illustrated in Table 3.1. A census survey was adopted.

**Table 3.1: Target Population**

<b>Department</b>	<b>Number of Employees</b>
M & E department	26
Human resource	7
Finance	5
Administration	8
<b>Total</b>	<b>46</b>

**Source: IRC (2020)**

### 3.5 Data Collection

This section discusses how data collection was carried out. The data collection instrument is described in detail and how it was piloted to ascertain its reliability and validity. The collection of data for the main study is then described.

### **3.5.1 Data Collection Instrument**

The study collected quantitative data using primary sources. The quantitative data was obtained from the respondents using a questionnaire. Primary data provides original raw evidence on interactions of the study variables (Cooper & Schindler, 2016). The questionnaire consisted of statements on the various study objectives measured on different scales. The questionnaire consisted of five sections - section A captured demographic characteristic; section B focused on budgetary allocation; section C on real-time data and section D focused on capacity building and section E on human project planning.

### **3.5.2 Pilot Testing of Research Instrument**

In carrying out the pilot study, the strategy prescribed by Bryman (2016) of pretesting an instrument on not less than 12-50 participants were adopted. To this end, the research instrument was piloted on 10 participants randomly drawn from Care International, a humanitarian aid organization. Bryman (2016) contends that a pretest of the instruments with reasonable respondents can evaluate whether the instrument is going to be problematic to the research participants. The pilot test was conducted within two weeks with two intervals. The pilot test aimed to establish whether the research instruments would be effective in responding to the research questions.

### **3.5.3 Instrument Reliability**

Reliability is the degree to which the research instruments offer consistent findings after trials have been done repeatedly (Mugenda & Mugenda, 2009). To assess the reliability of scales, Cronbach's Alpha reliability test was employed. The Cronbach's alpha ranges between zero and one. The coefficient gives a good estimate of reliability. Generally, it is suggested that acceptable values of Cronbach's alpha



coefficient are above 0.7 (Bryman, 2016). If all the questionnaire items fall above this cut-off of 0.7, it is an indication that the questionnaire is reliable.

The survey questionnaire utilized in the study comprised of four scales corresponding to the number of variables of interest. The budgetary allocation scale contained seven items, both data access and capacity building scales had five items and the human project planning had six items. Cronbach’s alpha was used to measure the reliability of the scales. The alpha coefficients of the four scales are summarized in Table 3.2.

**Table 3.2: Reliability Test Results**

<b>Scale</b>	<b>Cronbach’s Alpha</b>	<b>No. of Items</b>
Budgetary Allocation	0.723	7
Data Access	0.802	5
Capacity Building	0.715	5
Human project Planning	0.752	6

**Source:** Research Data (2021)

As seen in Table 3.2, the Cronbach alpha varied from 0.715 to 0.802. According to Hair, Black, Babin, and Anderson (2013), alpha values higher than 0.6 reflect reliable scales. Therefore, the results signify that the scales used to measure the study variables were reliable.

### **3.5.4 Instrument Validity**

Validity is the extent to which the research instrument measures what it is required to measure (Cooper & Schindler, 2016). In evaluating the correctness of the questionnaire, face validity was applied. Three faculty members (supervisors) were consulted and asked to scrutinize the questionnaire. The experts assessed the relevance of the questionnaire items in addressing the study objectives. The feedback offered confirmed that the items were valid.

### **3.5.5 Data Collection Procedures**

The researcher administered the study questionnaire. After permission had been obtained, the organization, the researcher delivered the questionnaires to the organization with instructions, as a kind of drop-off pick-up questionnaire and the departmental heads acted as the intermediaries between the researcher and the rest of the employees. Given that the department heads were in charge, a carefully written guideline with instructions was necessary and when possible, the researcher endeavored to have personal meetings with the departmental heads.

### **3.6 Data Processing and Analysis**

The data analysis process began with the editing of the survey data. In this step, the returned questionnaires were carefully scrutinized to identify incompleteness and information gaps, and effort was made to minimize errors as much as possible. This ensured that collected data were of good quality, that is, free from inconsistencies and incompleteness. After the data editing process, responses to the closed-ended questions were coded and entered into the Statistical Package for the Social Sciences (SPSS) version 23-computer program for statistical analysis. Both descriptive and inferential analysis was conducted. The descriptive statistics included frequency, mean and standard deviation. Inferential statistics included the multiple linear regression analysis.

### **3.7 Legal and Ethical Considerations**

Before conducting the research, permission was sought from the IRC. A research permit was obtained from National Commission for Science Technology and Innovation (NACOSTI) in Nairobi and the County Administration offices indicating that permission had been granted to conduct the study. It is the responsibility of the researcher to ensure that the respondents comprehend the purpose of the research. Therefore, a letter of introduction was provided to the participants covering the intent

of the study. Caution was exercised while administering questionnaires to ensure trust between the respondents and the researcher. Additionally, the respondents were reassured of the confidentiality of the information they give. During the actual data collection exercise, the researcher observed all ethical considerations including informed consent, privacy, and confidentiality.

## CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

### 4.1 Introduction

This chapter is intended to present and provide interpretations of the results obtained from the analysis of the data collected in the study. The chapter begins with a description of the response rate. This is then followed by demographic results of the respondents and an exposition of how the study variables were manifested.

### 4.2 Characteristics of the Respondents

This section presents results on the characteristics of the research participants. The response rate obtained from administering the questionnaires is first presented. Next, frequencies and percentages are used to summarize various demographic characteristics of the respondents including gender, age, level of education, and job tenure.

#### 4.2.1 Response Rate

The response rate to the questionnaires deployed in the survey exercise was assessed to determine whether the gathered data was representative of the study's census. A response rate denotes the proportion of participants who respond to a research instrument in comparison to the total number of eligible participants (Burns & Gove, 2011). A breakdown of this study's response rate is presented in Table 4.1.

**Table 4. 1: Response Rate**

<b>Response Status</b>	<b>No. of Questionnaires</b>	<b>Percent (%)</b>
Completed and returned	44	95.65
Not returned	2	4.35
<b>Total</b>	<b>46</b>	<b>100.00</b>

**Source:** Research Data (2021)

A total of 44 out of 46 questionnaires were returned which is equivalent to a response rate of 95.65%. According to Bryman and Bell (2014), a response rate greater

than 70% generates excellent statistical results. Following this recommendation, it is valid to conclude that the response rate obtained for this study was excellent as pertains to the adequacy of the data generating meaningful analytical results.

#### 4.2.2 Gender

The respondents were asked to indicate their gender. The responses were analyzed using frequencies and percentages. Table 4.2 displays the distribution of the respondents by gender.

**Table 4. 2: Distribution of Respondents by Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent (%)</b>
Male	24	54.55
Female	20	45.45
<b>Total</b>	<b>44</b>	<b>100.00</b>

**Source:** Research Data (2021)

Table 4.2 indicates that men formed the majority of the respondents. More than half of the respondents (54.55%) were male. The gender profile of the respondents could be a reflection of the gender gap in the organization when it comes to employment

#### 4.2.2 Age

Each respondent's age was requested. Frequency counts and percentages were used to summarize the responses. These frequencies are tabulated in Table 4.3.

**Table 4. 3: Distribution of Respondents by Age**

<b>Age (years)</b>	<b>Frequency</b>	<b>Percent (%)</b>
25-35	21	47.73
36-45	14	31.82
46-55	9	20.45
<b>Total</b>	<b>44</b>	<b>100</b>

**Source:** Research Data (2021)

As seen in Table 4.3, age was not evenly distributed across all the age groups. The majority of respondents (47.73%) fell in the 25 to 35 years' age bracket. Closely following this group were respondents aged between 36 and 45 years who constituted 31.82% of the census. Only 20.45% of the respondents were aged between 46 and 55 years.

#### 4.2.3 Level of Education

The participants were asked to indicate their highest level of formal education. For this variable, five categories were considered; high school certificate, diploma, undergraduate degree, master's degree, post-graduate diploma, and Ph.D. The distribution of the respondents by the level of education is illustrated in Table 4.4.

**Table 4. 4: Distribution of Respondents by Level of Education**

Highest Level of Education	Frequency	Percent (%)
Diploma	2	4.55
Undergraduate Degree	18	40.91
Master's Degree	20	45.45
Ph.D.	4	9.09
<b>Total</b>	<b>272</b>	<b>100.00</b>

**Source:** Research Data (2021)

Table 4.4 suggests that the education level for the majority of the respondents was high. Specifically, more than half of the respondents (54.54%) had a post-graduate qualification. The remaining cohort (45.46%) either had a diploma or an undergraduate degree. Therefore, a typical respondent was well educated to offer informed responses.

#### 4.2.4 Tenure

The respondents were asked to indicate the number of years they had worked at their current positions. The responses were then summarized using frequencies and percentages. The results are displayed in Table 4.5.

**Table 4. 5: Distribution of Respondents by Tenure**

<b>Years</b>	<b>Frequency</b>	<b>Percent (%)</b>
2 to 4	2	4.55
5 to 7	4	9.09
8 to 10	15	34.09
10 years and above	23	52.27
<b>Total</b>	<b>44</b>	<b>100.00</b>

**Source:** Research Data (2021)

A great proportion had been in their respective positions for more than 10 years (52.27%). Closely following this group were participants who had worked for 8 to 10 years (34.09%). Only a few respondents (4.55%) had worked for a period not exceeding four years. These results suggest that the respondents had worked at their current positions for a sufficiently long period to respond to questions regarding the operations of the organization.

### **4.3 Descriptive Analysis**

#### **4.3.1 Budgetary Allocation and Humanitarian Project Planning**

The first objective sought to explore the link between budgetary allocation in M & E activities and human project planning. Accordingly, the respondents were asked to indicate their level of agreement with a series of statements depicting the nature of budgetary allocation practices in their organization. These statements were based on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Table 4.6 presents the results obtained from the descriptive analysis of the responses.

**Table 4. 6: Descriptive Statistics for Budgetary Allocation**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev</b>
The budget of projects undertaken usually provide clear and adequate provision of M & E activities	0 (0.0%)	0 (0.0%)	1 (2.3%)	23 (52.3%)	20 (45.5%)	4.43	0.55
Money for M & E is usually channeled to the right purpose	4 (9.1%)	0 (0.00%)	5 (11.4%)	26 (59.1%)	9 (20.5%)	3.91	0.83
A realistic M & E estimation is usually undertaken when planning for projects	0 (0.0%)	0 (0.0%)	3 (6.8%)	31 (70.5%)	10 (22.7%)	4.16	0.53
The organization has a M&E budget	0 (0.0%)	0 (0.0%)	9 (20.5%)	18 (40.9%)	17 (38.6%)	4.18	0.76
Funds to facilitate M & E are usually provided in a timely manner	0 (0.0%)	0 (0.0%)	0 (0.0%)	25 (56.8%)	19 (43.2%)	4.43	0.50
Funds for M & E activities are adequate	0 (0.0%)	0 (0.0%)	0 (0.0%)	9 (20.5%)	35 (79.5%)	4.80	0.41
The actual budget varies from the projected budget by a very big margin	1 (2.3%)	32 (72.7%)	11 (25.0%)	0 (0.0%)	0 (0.0%)	2.23	0.48
<b>Overall Mean Score</b>						<b>4.02</b>	

**Source:** Research Data (2021)

The mean scores ranged from 2.23 to 4.80, which shows that the respondents had varying levels of agreement with various characterizations of budgetary allocation in the organization. Out of the 44 respondents, a majority agreed (52.1%) with the first



statement, “The budget of projects undertaken usually provides clear and adequate provision of M & E activities.” Out of the remaining cohort, 20 (45.5%) strongly agreed with the statement while only 1 (2.3%) remained neutral. The statement also generated a mean of 4.43 and a standard deviation of 0.55. This mean score was higher than the overall mean score implying the statement affected budgetary allocation positively.

Concerning the second statement, “Money for M & E is usually channeled to the right purpose”, a majority of the respondents agreed (59.1%), 20.5% (9) strongly agreed, 11.4 % (5) remained neutral while 9.1% (4) strongly disagreed. This statement had a mean rating of 3.91 and a standard deviation of 0.83. This mean score was lower than the overall mean score implying the statement did not affect budgetary allocation positively. Out of the 44 respondents, the majority 31 (70.5%) agreed with the statement, “A realistic M & E estimation is usually undertaken when planning for projects”, 10 (22.7%) expressed strong agreement while 3 (6.8%) remained neutral. The statement was associated with a mean rating of 4.16 and a standard deviation of 0.53. This mean rating was higher than the overall mean score meaning the statement affected budgetary allocation positively.

As pertains to the fourth statement, “The organization has an M & E budget,” a majority of the respondents 18 (40.9%) agreed with it, followed by 17 who strongly agreed with it and 9 (20.5%) who remained neutral. The statement reported an average score of 4.18 and a standard deviation of 0.5. This mean score was higher than the overall mean score implying the statement affected budgetary allocation positively.

A majority of respondents 56.8% (25) reported that they agreed with the statement, “Funds to facilitate M & E are usually provided promptly.” The remaining 43.2% indicated they strongly agreed with it. The statement recorded a mean score of

4.43 and a standard deviation of 0.3, which was relatively higher than the composite mean score, thus signifying that the item affected budgetary allocation positively. In the same light, a majority of respondents 35 (79.5%) expressed strong agreement with the statement, “Funds for M & E activities are adequate” while the remaining 9 (20.5%) agreed with it. The statement recorded a mean rating of 4.8 and a standard deviation of 0.41, which is higher than the overall mean score, hence implying that the item affected budgetary allocation positively.

A majority of respondents disagreed (72.7%) with the last statement, “The actual budget varies from the projected budget by a very big margin.” Out of the remaining cohort, 11 (25%) remained neutral while 1 (2.38%) strongly disagreed with the statement. Additionally, the statement generated a mean score of 2.23 and a standard deviation of 0.48. This mean score was lower than the overall mean score implying the statement did not affect budgetary allocation positively.

#### **4.3.2 Data Access and Humanitarian Project Planning**

The second objective was intended to determine the effect of data access in M & E activities on the humanitarian project planning of the organization. The respondents’ perceptions on the extent of data access were first explored through a list of items, which they were asked, to rate on a five-point Likert scale. The responses were analyzed using descriptive statistics as shown in Table 4.7.

**Table 4. 7: Descriptive Statistics for Data Access**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev</b>
We frequently collect data on the progress of our operations	0 (0.0%)	0 (0.0%)	6 (13.6%)	28 (63.6%)	10 (22.7%)	4.09	0.603
Data is gathered remotely	0 (0.0%)	0 (0.0%)	0 (0.0%)	31 (70.5%)	13 (29.5%)	4.30	0.46
The collected data from surveys online sites is used to inform decision making	0 (0.0%)	0 (0.0%)	0 (0.0%)	27 (61.4%)	17 (38.6%)	4.39	0.49
The data collected facilitates comparison of targets and actual performance of the organization in its humanitarian actions	0 (0.0%)	0 (0.0%)	0 (0.0%)	20 (45.5%)	24 (54.5%)	4.55	0.50
Without collection of data, it is not possible to know the impact of a project	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (10.9%)	39 (84.8%)	4.89	0.32
<b>Overall Mean &amp; Standard Deviation</b>						<b>4.44</b>	

**Source:** Research Data (2021)

The mean values varied from 4.05 to 4.89, which shows that the respondents agreed with the various characterizations of data access in the organization. Out of the 44 respondents, 10 (22.7%) strongly agreed, 28 (63.6%) agreed and 6 (13.6%) remained neutral with the statement, “We frequently collect data on the progress of our operations.” This statement generated a mean of 4.09 and a standard deviation of 0.603.

This mean score was relatively lower than the overall mean score implying the statement did not affect data access positively.

As pertains to the second statement, which was, “Data is gathered remotely”, out of 44 respondents, 31 (70.5%) agreed and 13 (29.5%) strongly agreed with it. The statement had an average rating of 4.3 and a standard deviation of 0.46, which was lower than the composite mean score, thus implying the item did not affect data access positively. Similarly, 27 (61.4%) respondents agreed with the statement, “The collected data from surveys online sites are used to inform decision making” while 17 strongly agreed with it. This statement generated a mean score of 4.35 and a standard deviation of 0.49. This mean score was lower than the overall mean score implying the statement did not affect data access positively.

The fourth statement, “The data collected facilitates comparison of targets and actual performance of the organization in its humanitarian actions” produced a mean score of 4.55 and a standard deviation of 0.5, which was higher than the composite average score, thus signifying the statement affected data access positively. Further, out of the 44 respondents, 24 (54.5%) strongly agreed with the statement while 45.5% agreed with it.

A majority of respondents strongly agreed (84.8%) with the last statement, “Without a collection of data, it is not possible to know the impact of a project.” The remaining 10.9% agreed with the statement. Additionally, the statement generated a mean score of 4.89 and a standard deviation of 0.322. This mean score was higher than the overall mean score implying the statement affected data access positively.

### 4.3.3 Capacity Building and Humanitarian Project Planning

The third objective endeavored to unravel the effect of capacity building M& E activities on human project planning. The manifestation of capacity building was first determined. This was accomplished through descriptive statistical analysis as shown in Table 4.8

**Table 4. 8: Descriptive Statistics for Capacity Building**

<b>Statement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev</b>
Human capital resources are given clear job allocation and designation that fits their skills	0 (0.0%)	0 (0.0%)	0 (0.0%)	33 (75.0%)	11 (25.0%)	4.25	0.44
Our staff has adequate M&E skills and competencies	0 (0.0%)	0 (0.0%)	0 (0.0%)	33 (75.0%)	11 (25.0%)	4.25	0.44
Our M & E unit is adequately staffed	0 (0.0%)	0 (0.0%)	0 (0.0%)	30 (68.2%)	14 (31.8%)	4.32	0.47
Inadequate capacity in terms of staff, forces staff to undertake many roles at the same time, which negates their role in M & E	0 (0.0%)	31 (70.5%)	13 (29.5%)	0 (0.0%)	0 (0.0%)	2.30	0.46
We train our staff on the optimal ways to achieve M & E objectives	0 (0.0%)	0 (0.0%)	0 (0.0%)	33 (75.0%)	11 (25.0%)	4.25	0.44
<b>Overall Mean &amp; Standard Deviation</b>						<b>3.87</b>	

Source: Research Data (2021)

The mean ratings ranged from 2.3 to 4.85, which shows that the respondents had varying levels of agreement with various characterizations of capacity building in the organization. Out of the 44 respondents, a majority agreed, 33 (63.6%) with the statement, “Human capital resources are given clear job allocation and designation that fits their skills.” The remaining 11 (25%) expressed strong agreement with the statement. The statement also generated a mean of 4.25 and a standard deviation of 0.44. This mean score was higher than the overall mean score implying that the statement affected capacity building positively.

Similarly, 33 (75%) respondents indicated that they agreed with the second statement, “Our staff has adequate M & E skills and competencies.” The remaining 11 indicated that they strongly agreed with the statement. Additionally, the statement had a mean rating of 4.25 and a standard deviation of 0.44. This average score was higher than the overall mean score implying that the statement affected capacity building positively

Concerning the third statement, “Our M & E unit is adequately staffed,” a majority 68.2% (30) of respondents, reported that they agreed with it. The remaining 14 (32.8%) expressed strong agreement with the statement. The statement had a mean rating of 4.32 and a standard deviation of 0.47. This mean score was higher than the overall mean score signifying that the statement affected capacity building positively

The fourth statement, “Inadequate capacity in terms of staff, forces staff to undertake many roles at the same time, which negates their role in M & E,” had the least mean score of 2.3 and a standard deviation of 0.46. This mean score was relatively lower than the composite mean signifying that the statement did not affect capacity

building positively. A majority of respondents, 70.5% (21) disagreed with the statement while the remaining 29.5% (12) remained neutral.

A majority of respondents strongly agreed (75%) with the last statement, “We train our staff on the optimal ways to achieve M & E objectives.” The remaining 25% strongly agreed with the statement. Additionally, the statement generated a mean score of 4.25 and a standard deviation of 0.44. This mean score was higher than the overall mean score implying that the statement affected capacity building positively

#### **4.4 Test of Hypotheses**

The research hypotheses were constructed with the aim of answering the study objectives. The purpose of this section therefore presents the results of the testing of the hypothesis. In this regard inferential statistics will be instrumental in order to provide a more in-depth interpretation of what was observed earlier in the preliminary findings.

##### **4.4.1 Diagnostic Tests**

The diagnostic tests conducted were aimed at establishing whether the models used in the study were appropriate and applicable. These tests included: tests of normality and multicollinearity.

##### **Test of Normality**

The Shapiro Wilk test statistic was used to establish whether the data gathered generated from a normal population. The findings are exhibited in Table 4.9 below

**Table 4. 9: Results of Normality Test**

Variable Description	Shapiro-Wilk		
	Statistic	Df	Sig.
Budgetary Allocation	0.990	154	0.345
Data Access	0.983	154	0.074
Capacity Building	0.988	154	0.208
Humanitarian Project Planning	0.996	154	0.958

Source: Field Data, (2021)

Table 4.9 indicates that the data gathered on the study variables was distributed normally. According to Nadipanna, Nagaraj and Anand (2020) a  $p$ -value  $>0.05$  using the Shapiro Wilks test statistic implies normally distributed data. Given that the  $p$  value of all of the study variables was higher than 0.990, it implies that the data was distributed normally.

#### **Multicollinearity Test**

Multicollinearity is the assumption that predictor variables of a multiple regression model have a low level of correlation. VIF was applied in measuring multicollinearity of the study variables. The findings are exhibited in Table 4.16

**Table 4. 10: Results of Multicollinearity Test**

Variable	Collinearity Statistics	
	Tolerance	VIF
Budgetary Allocation	0.61	1.65
Data Access	0.60	1.67
Capacity Building	0.94	1.07

Source: Field Data, (2021)



From extant literature, a VIF value of less than 0.1 or greater than 10 implies multicollinearity presence. The VIF of the study variables ranged from 1.07 to 1.67 implying the absence of multicollinearity among the predictor variables. Additionally, the tolerance level was greater than 0.13 and the implication of no multicollinearity.

#### 4.4.2 Budgetary Allocation and Humanitarian Project Planning

To test the hypothesis that there is no significant relationship between budgetary allocation and humanitarian project planning, a simple linear regression analysis was performed. Before carrying out this analysis, a correlation analysis was performed to assess the strength and direction of the association between budgetary allocation and humanitarian project planning. The results of this correlation analysis are shown in Table 4.11.

**Table 4. 11: Correlation Matric for Budgetary Allocation and Human Project Planning**

Humanitarian Project Planning	Humanitarian Project Planning	Budgetary Allocation
Humanitarian Project Planning	1	
Budgetary Allocation	0.335*	1

\*  $p < 0.05$

Table 4.2 shows a weak and positive linear association between budgetary allocation and humanitarian projects ( $r = 0.335$ ). The association was also found to be statistically significant at a 5% level of significance,  $r = 0.335$ ,  $p < 0.05$ . Next, humanitarian project planning was regressed on budgetary allocation. The model summary obtained from the simple linear regression analysis is shown in Table 4.12.

**Table 4. 12: Model Summary for Budgetary Allocation and Human Project Planning**

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.335 <sup>a</sup>	0.112	0.102		0.031

a. Predictors: Budgetary allocation

**Source:** Research Data (2021)

The results show that  $R^2=0.112$  which means that the changes in budgetary allocation accounted for 11.2% of the variation in humanitarian project planning. The remaining 88.8% was explained by other factors. The results for the ANOVA of the model are displayed in Table 4.13

**Table 4. 13: ANOVA Results for Budgetary Allocation and Human Project Planning**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.376	3	0.13	13.00	0.000
Residual	0.425	41	0.01		
Total	0.967	44			

**Source: Research Data (2021)**

The results indicate that the model was statistically significant in predicting the effect of capacity building on humanitarian project planning at a 5% level of significance,  $F(3, 41) = 13, p < 0.05$ . Next, the regression coefficient associated with data access was examined. The results are as displayed in Table 4.14.

**Table 4. 14: Regression Coefficient for Budgetary Allocation**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	Beta	Std. Error	Beta		
(Constant)	0.654	0.453		1.44	0.000
Budgetary allocation	0.108	0.203	0.084	0.534	0.000

**Source:** Research Data (2021)

The results show that a unit increase in budgetary allocation would lead to improvement of humanitarian project planning by 0.108 units. This effect was statistically significant at 5%,  $t(43) = 0.534$   $p < 0.05$ . Therefore, the hypothesis that there is no significant relationship between budgetary allocation and humanitarian project planning was rejected. The finding supports the finding by Agutu (2015) and Kithinji et al. (2017) who found that allocation of financial resources helped to improve the utilization of M & E activities and projects' performance.

#### 4.4.3 Data Access and Humanitarian Project Planning

To test the hypothesis that there is no significant relationship between data access and humanitarian project planning, a simple linear regression analysis was performed. Before running this analysis, a correlation analysis was conducted to ascertain the strength and direction of the association between data access and humanitarian project planning. The results of this correlation analysis are shown in Table 4.15.

**Table 4. 15: Correlation Matrix for Data Access and Human Project Planning**

Humanitarian Project Planning	Humanitarian Project Planning	Data Access
Humanitarian Project Planning	1	
Data Access	0.346*	1

\*  $p < 0.05$

Table 4.12 shows a weak and positive linear association between data access and humanitarian project ( $r = 0.346$ ). The association was also found to be statistically significant at a 5% level of significance,  $r = 0.346$ ,  $p < 0.05$ . Next, humanitarian project planning was regressed on data access. The model summary derived from the simple linear regression analysis is shown in Table 4.16.

**Table 4. 16: Model Summary for Data Access and Humanitarian Project Planning**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.346 <sup>a</sup>	0.120	0.115	0.014

a. Predictors: Data Access

Source: Research Data (2021)

The results show that  $R^2 = 0.12$  which means that the changes in the data access activities accounted for 12% of the variation in humanitarian project planning. The remaining 88% was explained by other factors. The results for the ANOVA of the model are displayed in Table 4.17.

**Table 4. 17: ANOVA Results for Data Access and Humanitarian Project Planning**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.322	3	0.107	10.70	0.000
Residual	0.425	41	0.010		
Total	0.747	44			

**Source:** Research Data (2021)

The results indicate that the model was statistically significant in predicting the effect of data access on humanitarian project planning at a 5% level of significance,  $F(3, 41) = 10.70, p < 0.05$ . Next, the regression coefficient associated with data access was examined. The results are as displayed in Table 4.18.

**Table 4. 18: Regression Coefficients for Data Access**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	0.754	0.845		0.892	0.000
Data access	0.218	0.189	0.179	1.153	0.000

**Source:** Research Data (2021)

The results indicate that a unit increase in data access would lead to improvement of humanitarian project planning by 0.218 units. This effect was statistically significant at 5%,  $t(43) = 1.153, p < 0.05$ . Therefore, the hypothesis that there is no relationship between data access and humanitarian project planning was rejected. The finding also ties well with previous studies by Adini et al. (2016), Bharti et al. (2015), Enenkel et al. (2015), Kahura (2016), and Ngatia (2015).

#### 4.4.4 Capacity Building and Humanitarian Project Planning

To test the hypothesis that there is no significant relationship between capacity building and humanitarian project planning, a simple linear regression analysis was performed. Before carrying out this analysis, a correlation analysis was conducted to assess the strength and direction of the association between capacity building and humanitarian project planning. The results of this correlation analysis are shown in Table 4.19.

**Table 4. 19: Correlation Matrix for Capacity Building and Humanitarian Project Planning**

Humanitarian Project Planning	Humanitarian Project Planning	Capacity Building
Humanitarian Project Planning	1	
Capacity Building	0.368*	1

\*  $p < 0.05$

Table 4.17 shows a weak and positive linear association between data access and humanitarian project ( $r = 0.368$ ). The association was also found to be statistically significant at a 5% level of significance,  $r = 0.368$ ,  $p < 0.05$ . Next, humanitarian project planning was regressed on capacity building. The model summary obtained from the simple linear regression analysis is shown in Table 4.20.

**Table 4. 20: Model Summary for Capacity Building and Humanitarian Project Planning**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.368 <sup>a</sup>	0.135	0.128	0.042

a. Predictors: Capacity Building

Source: Research Data (2021)

The results show that  $R^2=0.135$  which means that the changes in the capacity building activities accounted for 13.5% of the variation in humanitarian project planning. The remaining 86.5% was explained by other factors. The results for the ANOVA of the model are displayed in Table 4.21.

**Table 4. 21: ANOVA Results for Capacity Building and Humanitarian Project Planning**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.376	3	0.13	13.00	0.000
Residual	0.425	41	0.01		
Total	0.967	44			

Source: Research Data (2021)

The results indicate that the model was statistically significant in predicting the effect of capacity building on humanitarian project planning at a 5% level of significance,  $F(3, 41) = 13, p < 0.05$ . Next, the regression coefficient associated with data access was examined. The results are as displayed in Table 4.22.

**Table 4. 22: Regression Coefficients for Capacity Building**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
1 (Constant)	0.824	0.731		1.127	0.000
Capacity Building	0.238	0.192	0.190	1.237	0.000

Source: Research Data (2021)

The results indicate that a unit increase in capacity building would lead to improvement of humanitarian project planning by 0.238 units. This effect was

statistically significant at 5%,  $t(43) = 1.124$   $p < 0.05$ . Therefore, the hypothesis that there is no significant relationship between capacity building and humanitarian project planning was rejected. The finding is also in line with previous studies by Abalang (2016), Nyakundi (2015) and Wanjiru and Kimutai (2015).

#### 4.4.5 Joint Effect of Budgetary Allocation, Data Access, Capacity Building and Humanitarian Project Planning

To test the hypothesis that there is no significant joint relationship between budgetary allocation, data access, capacity building and humanitarian project planning, a multiple simple linear regression analysis was performed. Before carrying out this analysis, a Pearson correlation analysis was conducted to assess the strength and direction of the association between budgetary allocation, data access, capacity building and humanitarian project planning. The results of this correlation analysis are shown in Table 4.23.

**Table 4. 23: Correlation Matrix for Budgetary Allocation, Data Access, Capacity Building and Humanitarian Project Planning**

		Budgetary Allocation	Data Access	Capacity Building	Humanitarian Project Planning
Budgetary Allocation	Pearson Correlation	1			
	Sig. (2-tailed)	.			
	N	44	44	44	44
Data Access	Pearson Correlation	.253	1		
	Sig. (2-tailed)	.024	.		
	N	44	44	44	44
Capacity Building	Pearson Correlation	.415	.274	1	
	Sig. (2-tailed)	.049	.026	.	
	N	44	44	44	44



Humanitarian Project Planning	Pearson Correlation	.516	.672	.719	1
	Sig. (2-tailed)	.004	.033	.004	.
	N	44	44	44	44

From Table 4.23, a strong positive R-Value 0.516 was established between budgetary allocation and humanitarian project planning. Data access had a correlation value of 0.672. This implies a linear relationship between data access and humanitarian project planning. The Table 4.23 also show that capacity building had a correlation value of 0.719, an implication of a significant, positive and linear relationship with humanitarian project planning. From the findings, it was revealed that humanitarian project planning influences capacity building more with R-value of 0.719 followed by data access with R-value of 0.672 and the budgetary allocation with R-value of 0.516. The findings concurred with Chaudhri, CDC, and Miller (2017), that M&E practices have a significant influence on humanitarian project planning. The model summary obtained from the multiple linear regression analysis is shown in Table 4.24.

**Table 4. 24: Model Summary for Budgetary Allocation, Data Access, Capacity Building and Humanitarian Project Planning**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.70985	0.504	0.468	1.499242

a. Predictors: Capacity Building

**Source:** Research Data (2021)

The results show that  $R^2=0.504$  which means that the combined effects of budgetary allocation, data access, and capacity building accounted for 50.4% of the variation in humanitarian project planning. The remaining 49.6% was explained by other factors. The results for the ANOVA of the model are displayed in Table 4.25.

**Table 4. 25: ANOVA Results for Budgetary Allocation, Data Access, Capacity Building and Humanitarian Project Planning**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	100.45	3	33.483	14.219	0.000
Residual	98.9	40	2.354		
Total	199.35	43			

**Source:** Research Data (2021)

The results indicate that the model was statistically significant in predicting the joint effect of budgetary allocation, data access, capacity building on humanitarian project planning at a 5% level of significance,  $F(3, 41) = 14.219, p < 0.05$ . Next, the regression coefficient associated with data access was examined. The results are as displayed in Table 4.26.

**Table 4. 26: Regression Coefficients for Capacity Building**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
(Constant)	2.379	0.871		2.731	0.009
Budgetary Allocation	0.234	0.098	0.211	2.388	0.022
Data Access	0.341	0.087	0.296	3.920	0.000
Capacity Building	0.475	0.215	0.401	2.209	0.033

**Source:** Research Data (2021)

The results indicate that a unit increase in budgetary allocation would lead to improvement of humanitarian project planning by 0.234 units. A unit increase in data access would result in an improvement to humanitarian project planning by 0.341 units. A unit increase in capacity building would lead to an improvement in humanitarian

project planning by 0.475 units. The finding is also in line with previous studies by Agutu (2015), Armia, (2017), Kyalo, Mulwa and Njonje, (2015), Abalang (2016), Nyakundi (2015) and Wanjiru and Kimutai (2015).

## **CHAPTER FIVE: DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a discussion of the study's pertinent findings and conclusions. The implications and limitations of the study are also discussed herein. Lastly, suggestions for further areas of research are also highlighted.

### **5.2 Discussion**

#### **5.2.1 Budgetary Allocation and Humanitarian Project Planning**

As pertains to the first objective, it was found that M & E activities at IRC are adequately funded and that the funds are disbursed promptly. The findings further indicated that these budgetary allocation practices of IRC had a significant effect on humanitarian project planning. The results showed that a unit increase in budgetary allocation would enhance humanitarian project planning by a factor of 0.108. This positive link between budgetary allocation and humanitarian project planning supports the Program theory and theory of Change, which predict that programs or projects perform well when resources are well allocated and systems exist to ensure accountability. In addition, the finding supports the finding by Agutu (2015) and Kithinji et al. (2017) who found that allocation of financial resources helped to improve the utilization of M & E activities and projects' performance.

#### **5.2.2 Data Access and Humanitarian Project Planning**

Concerning the second objective, it was established that the IRC recognizes the importance of data in M & E activities. A majority of respondents agreed that without the collection of data, it would be impossible to know the impact of a project. The

hypothesized relationship between data access and humanitarian project planning was tested. The results revealed that data access had a positive and significant influence on humanitarian project planning. This finding supports the Systems theory, which claims that the process or techniques used to get work done play an important role in the outcomes of a project. The finding also ties well with previous studies by Adini et al. (2016), Bharti et al. (2015), Enenkel et al. (2015), Kahura (2016), and Ngatia (2015).

### **5.2.3 Capacity Building and Humanitarian Project Planning**

The third objective endeavored to test the relationship between capacity building and humanitarian project planning. It was first established that the employees involved in M & E activities at IRC were adequate, they had clear job allocation and designation that fit their skills and possessed M & E skills and competencies. It further emerged that capacity building had a significant and positive impact on humanitarian project planning. This finding supports the Program theory, theory of Change, and Systems theory, which stress the importance of human resources in facilitating better project performance outcomes. The finding is also in line with previous studies by Abalang (2016), Nyakundi (2015) and Wanjiru and Kimutai (2015).

### **5.3 Summary of Main Findings**

The core objective of this study was to determine the influence of M & E practices on humanitarian project planning at IRC. Three specific objectives were derived from this objective. The first objective sought to determine the influence of budgetary allocation in M & E on humanitarian project planning. The second objective endeavored to explore the link between data access in M & E and humanitarian project planning. Finally, the third objective sought to determine the impact of capacity

building in M & E on humanitarian project planning. For each of these objectives, a corresponding hypothesis was formulated.

In regards to the first objective, it was found that adequate funds are allocated budgeted for M & E activities. It was also found that the funds are typically allocated promptly. Through a regression model, it was established that budgetary allocation in M & E improved humanitarian project planning activities of the IRC. This positive effect was also found to be statistically significant.

In connection to the second objective, the results revealed that IRC acknowledges the significance of data in M & E activities. A majority of respondents agreed that without the collection of data, it would be impossible to know the impact of a project. Additionally, a majority noted that the data collected played a critical role in facilitating the comparison of targets and actual performance of the organization in its humanitarian actions. The findings further revealed that data access in M & E had a positive and significant impact on the organization's humanitarian project planning.

Concerning the third objective, the findings indicated that the human resources responsible for implementing M & E activities were adequate. These human resources also had clear job allocation and designation that fit their skills and possessed M & E skills and competencies. The results from regression further revealed that capacity building in M & E had a positive and significant impact on the humanitarian project planning of IRC.

## **5.4 Conclusions**

The goal of this study was to establish the link between M & E practices and humanitarian project planning. This study concludes that IRC has an effective M & E

system in a place characterized by efficient budgetary allocation, data access, and capacity building of human resources. To maximize desirable humanitarian project outcomes, strengthening these areas is paramount.

Concerning the first objective, it was found that budgetary allocations are positively related to humanitarian project planning. Obtaining more dedicated funds to facilitate M & E activities is paramount. Similarly, there is a need for commitments by donors to maximize the incentives for coordination by supporting the M & E system as a whole rather than simply supporting discrete system activities in an uncoordinated fashion.

Adequate funding needs to be devoted to the implementation of M & E processes that are important in the generation of quality data. When the quality of evaluation is compromised, the findings and conclusions of the M & E process become flawed. As such, IRC should ensure that adequate funds are set aside for M & E because it forms the basis that the organization's humanitarian programmes will have a lasting impact on the beneficiaries.

The positive impact of data access on humanitarian project planning highlights the importance of feedback in project activities. Only when data are used systematically to evaluate targets is there likely to be a demand for a high-quality monitoring system. Further, this finding points to the importance of having a system within an organization built with the central objective of providing timely, relevant information to stakeholders at the various entry points of decision-making processes.

It is also worth noting that the findings will not make much of a difference unless the findings are used to inform the development of the next humanitarian assistance activities. Evaluation serves not just the purpose of accountability but also

that of learning. It is, therefore, important to emphasize translating the knowledge into action.

The findings also recognize the importance of having well-trained M & E staff members with sufficient skills and knowledge to transfer in the M & E design and implementation will ensure the system remains sustainable in the long term. It is also crucial for a documented M & E plan to be established and for project staff to be empowered to continue the process of building and institutionalizing the M & E system.

Greater competence yields better evaluations, which are more useful in humanitarian project planning. Data quality is critical to the credibility of an M & E system. If evaluations are poorly done and produce only bland findings and conclusions, they are indeed a waste of resources.

## **5.5 Recommendations**

Data access was found to have a positive impact on humanitarian project planning. Exploring new ways of data collection by using digital tools can complement current data and enrich the insights. Collecting data digitally can also reduce costs and (therefore) increase the possible frequency of the data collection. Innovation methodologies ensure that experimenting with applying digital data collection tools does not equal high costs at high uncertainty, as it puts the focus on starting small and experimenting fast. This methodology can also be used to quickly learn what parts of the intervention are working. M&E then becomes a central component of humanitarian programmes to enable quick measuring and learning

The capacity of the human resources was found to play a critical role in shaping the effectiveness of M & E. For this reason, this study recommends the diversification of M & E experts. Monitoring and evaluation is a job typically performed by experts



with a social science background. However, the increased complexity of data collection and data analysis means M&E staff needs to be well equipped to deal with these intricacies. Training the existing staff base (e.g. through a digital-up skilling programme) or hiring new expertise might be necessary. Even though experts with a social science background remain important in M&E activities, experts with STEM profiles (Science, Technology, Engineering & Mathematics) and designers would certainly be an asset.

### **5.6 Suggestions for Further Research**

The study focused on one humanitarian organization, the IRC; hence the generalizability of the findings is limited. As such, future studies should consider including more humanitarian organizations in their population. There is also a need for researchers to understand the underlying causal mechanisms by which M & E practices affect humanitarian project planning. Therefore, future researchers should consider exploring potential moderating and mediating variables as well as the use of more robust methodologies such as longitudinal research designs.

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## APPENDICES

### Appendix I: Questionnaire

#### Section A: Demographic Characteristics

*(Please tick where appropriate)*

1. Gender:

a. Male [ ]

b. Female [ ]

2. Kindly indicate your age:

a. Below 25 years [ ]

b. 25-35 years [ ]

c. 36-45 years [ ]

d. 46-55 years [ ]

e. 56-65 years [ ]

f. Above 66 years [ ]

3. Highest level of education attained:

a. High school certificate [ ]

b. Diploma [ ]

c. Undergraduate degree [ ]

d. Master's degree [ ]

e. Post-graduate diploma [ ]

f. PhD [ ]

4. How long have you been working at your current position?

a. Less than 1 year [ ]

b. 2 to 4 years [ ]

c. 5 to 7 years [ ]

- d. 8 to 10 years [ ]
- e. 10 years and above [ ]

**SECTION B: BUDGETARY ALLOCATION**

5. The following statements seek to explore your perception of budgetary allocation to M & E activities in the organization. Please indicate the extent to which each statement applies to you. Use the key below and TICK as appropriate.

Key: 1strongly disagree; 2=Disagree; 3=Neutral 4=Agree; 5=S Strongly agree

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i)	The budget of projects undertaken usually provide clear and adequate provision of M & E activities					
(ii)	Money for M & E is usually channeled to the right purpose					
(iii)	A realistic M & E estimation is usually undertaken when planning for projects					
(iv)	The organization has a M&E budget					
(v)	Funds to facilitate M & E are usually provided in a timely manner					
(vi)	Funds for M & E activities are adequate					
(vii)	The actual budget varies from the projected budget by a very big margin					

### SECTION C: DATA ACCESS

6. The following statements seek to determine use of data during M & E activities in your organization. Please indicate the extent to which each statement applies to you.

Use the key below and TICK as appropriate.

**Key: 1= strongly disagree; 2=Disagree; 3=Neutral 4=Agree; 5=S Strongly agree**

	Statement	1	2	3	4	5
(i)	We frequently collect data on the progress of our operations					
(ii)	Data is gathered remotely					
(iii)	The collected data from surveys online sites is used inform decision making					
(iv)	The data collected facilitates comparison of targets and actual performance of the organization in its humanitarian actions					
(v)	Without collection of data, it is not possible to know he impact of a project					

### SECTION D: CAPACITY BUILDING

7. The following statements seek to determine capacity building during M & E activities in your organization. Please indicate the extent to which each statement applies to you.

Use the key below and TICK as appropriate.

**Key: 1=strongly disagree; 2=Disagree; 3=Neutral 4=Agree; 5=S Strongly agree**

	Statement	1	2	3	4	5
(i)	Human capital resources are given clear job allocation and designation that fits their skills					
(ii)	Our staff has adequate M&E skills and competencies					
(iii)	Our M & E unit is adequately staffed					

(iv)	Inadequate capacity in terms of staff, forces staff to undertake many roles at the same time, which negates their role in M & E					
(v)	We train our staff on the optimal ways to achieve M & E objectives					

**SECTION E: HUMAN PROJECT PLANNING**

8. The following statements seek to understand humanitarian project planning in your organization. Please indicate the extent to which each statement applies to you. Use the key below and TICK as appropriate.

**Key: 1=strongly disagree; 2=Disagree; 3=Neutral 4=Agree; 5=S Strongly agree**

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
(i)	Humanitarian assistance is completed on time					
(ii)	Our team members spent the allocated time in each project					
(iii)	The number of adjustments made to completion date of the projects as a whole are less than 50% of the entire project					
(iv)	We have never paused or cancelled humanitarian projects					
(v)	Our projects are characterized by many and frequent changes to an established scope of work					
(vi)	We train our staff on the optimal ways to achieve M & E objectives					

“THANK YOU FOR YOUR TIME”

## Appendix II: NACOSTI Authorization



21<sup>st</sup> April, 2021

E-mail: [researchwriting.mba.anu@gmail.com/](mailto:researchwriting.mba.anu@gmail.com) [monitoringandevaluation@anu.ac.ke](mailto:monitoringandevaluation@anu.ac.ke)  
NACOSTI: [registry@nacosti.go.ke](mailto:registry@nacosti.go.ke) Tel. 0202711213

*Our Ref: 17M03DMME020.*

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

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: FIONAH WANJIRU MBOGO  
17M03DMME020.**

**FIONAH WANJIRU MBOGO** is a postgraduate student of Africa Nazarene University in the Master OF ARTS IN MONITORING AND EVALUATION (MME) Program.

In order to complete his program, Fiona is conducting a research entitled: ***INFLUENCE OF MONITORING AND EVALUTION PRACTICES ON HUMANITARIAN PROJECTS PLANNING: A CASE OF INTERNATIONAL RESCUE COMMITTEE***






Any assistance offered to her will be highly appreciated.

Yours Faithfully,



**Dr. Wanjiru Nderitu**  
**MME, Coordinator; School of Business Studies,**  
**Africa Nazarene University.**

### Appendix III: Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<b>Ref No: 178698</b>	<b>Date of Issue: 26/April/2021</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Miss. Fionah Wanjiru Mbogo of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON HUMANITARIAN PROJECTS PLANNING: A CASE OF INTERNATIONAL RESCUE COMMITTEE for the period ending : 26/April/2022.</b>	
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<b>178698</b> Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
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## Appendix IV: Map of Study Area

