MONITORING AND EVALUATION PRACTICES ON PERFOMANCE OF NON - GOVERNMENTAL ORGANIZATIONS PROJECTS IN AGRICULTURE SECTOR: A CASE STUDY OF HEIFER INTERNATIONAL; KENYA.

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A Thesis Proposal Submitted In Partial Fulfilment Of The Requirements For The Award Of The Degree Of Master Of Arts In Monitoring And Evaluation, School Of Business Of Africa Nazarene University

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DECLARATION

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

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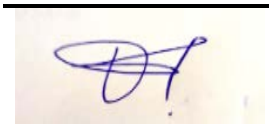

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DEDICATION

I dedicate this thesis project to my loving wife Reginah Kironji and my two wonderful daughters Jasmine Atandi and Ivanna Atandi, who have always been my source of inspiration and support. Their unwavering encouragement, love, and sacrifices have helped me reach this milestone in my academic journey.

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DEFINITION OF TERMS

Monitoring and evaluation practices: The extent to which evaluation findings and recommendations are incorporated into program. It can be measured through tracking the implementation of specific changes. Attraction of New Donors: The ability to attract new donors can be measured by tracking the number of new donors acquired over a specific period, the total amount of funding secured from new sources.

Education and Training: The effectiveness of education and training programs can be measured through various means, including pre- and post-training assessments to evaluate knowledge and skill acquisition.

Enhanced Program Performance: Program performance can be measured through the use of key performance indicators (KPIs) aligned with the program's objectives.

Governance Systems: The effectiveness of governance systems can be assessed through various means, such as evaluating adherence to established policies and procedures, conducting internal audits, and assessing the transparency and accountability of decision-making processes.

Human Resource Policies: Human resource policies can be measured through tracking recruitment metrics, such as the time-to-fill positions or the quality of candidates attracted.

Increased Agricultural Productivity: Agricultural productivity can be measured by tracking specific indicators, such as crop yields per unit of land, improvements in the quality of agricultural outputs, or reductions in resource inputs required for production.

Performance: Performance can be measured through a combination of quantitative and qualitative indicators. This can include tracking progress against predetermined goals and targets, conducting impact assessments, analyzing financial and operational metrics, and soliciting feedback from stakeholders through surveys or interviews.

Capacity Building: The level of capacity building within an organization can be measured through assessments of employee knowledge, skills, and competencies before and after training programs.

Strategic Leadership Support: Strategic leadership support can be measured through assessing employee satisfaction and engagement levels, conducting surveys or interviews to evaluate perceptions of leadership effectiveness, and tracking indicators related to collaboration, teamwork, and employee empowerment.

Structural Support Systems: The effectiveness of structural support systems can be measured by evaluating compliance with established policies and procedures, conducting internal audits.

ABBREVIATIONS/ACRONYMS

IDI In-Depth Interview

NGO Non-Governmental Organization

M&E Monitoring and Evaluation

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ABSTRACT

This study aimed to investigate the impact of monitoring and evaluation (M&E) practices on the performance of non-governmental organization (NGO) projects, focusing on Heifer International in Kenya. The research found that despite having an organizational learning culture framework, the evaluation practices were ineffective, resulting in poor program performance and limited changes. The study tested three hypotheses related to the relationship between leadership support, staff capacity building, structural support systems, and NGO project performance at Heifer International Kenya.

A pilot study was conducted prior to data collection, testing research instruments such as in-depth interview (IDI) guides and questionnaires with a pilot sample size of 39 farmers for the questionnaire and 8 participants for the IDIs, representing 10% of the targeted sample size. The study employed a mixed-method approach to enhance monitoring and evaluation practices and improve overall project performance in the context of Heifer International Kenya's agricultural initiatives. The study was guided by Capacity Building Development Theory and Stakeholder Theory.

The research design utilized a descriptive survey research design and correlation research design. The target population consisted of 1,600 people, and a sample size of 310 was selected. Narrative data from interviews were analyzed using NVivo software 12 Plus, while numerical data from questionnaires were analyzed using Statistical Packages for Social Sciences (SPSS) version 25. Descriptive statistics, such as mean, frequency, standard deviation, and percentages, were generated from the questionnaire data. Pearson's correlation analysis was employed to establish the relationship between independent and dependent variables, and hypothesis testing was conducted using the F statistical test at a 95% confidence interval.

The results indicated that strategic leadership, staff capacity building, and structural support systems all significantly influenced the performance of NGO projects. The strength of the relationship between organization strategy and project performance ranked in the following order: strategic leadership, staff capacity building, and structural support systems. The model predicted a 94% variation in NGO project performance at Heifer International Kenya, demonstrating that organization strategy, including strategic leadership, staff capacity building, and structural support systems, had a significant influence on performance.

In conclusion, the study highlights the importance of strategic leadership, staff capacity building, and structural support systems in improving the performance of NGO projects at Heifer International Kenya. To enhance project performance, Heifer International should prioritize capacity building for farmers, demonstrate strategic leadership, and establish robust structural support systems. Future research should explore participatory monitoring and evaluation approaches, align monitoring and evaluation systems with best practices, and examine the interactions between these variables in more detail.

CHAPTER ONE
INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter explored various aspects of the study, including the context and background, problem statement, research objectives and questions, significance of the study, scope, limitations, and conceptual framework.

1.2 Background of the Study

Monitoring and evaluation practices play a crucial role in assessing the performance and impact of non-governmental organizations (NGOs) working in the agriculture sector. These practices enable organizations to gather data, analyze outcomes, and make informed decisions to improve their programs and operations. This case study focuses on Heifer International in Kenya, a prominent NGO that implements projects in the agriculture sector. The study aims to explore the relationship between monitoring and evaluation practices and the performance of Heifer International's projects in Kenya's agriculture sector (Gruber, 2022). At the international level, this study contributed to the body of knowledge on M&E practices in agricultural projects implemented by NGOs. It provided insights into the challenges and opportunities faced in applying M&E practices, thereby informing best practices for improving project outcomes, accountability, and learning within the sector (Cavens, Kidombo & Gakuu, 2016). The findings could benefit NGOs, policymakers, and international development organizations involved in agricultural initiatives in diverse regions and countries.

Within the African context, the study addressed the specific challenges and opportunities in M&E practices in NGO projects in the agricultural sector. Africa was a continent highly dependent on agriculture, and sustainable agricultural development was crucial for addressing poverty, hunger, and achieving sustainable development goals (Gruber, 2022). By examining the

case of Heifer International Kenya, this study shed light on the strategies and approaches that could enhance the effectiveness and impact of NGO projects in improving agricultural productivity and rural livelihoods in various African countries.

Furthermore, at the national level, the study focused on Kenya and its counties, which had distinct agricultural contexts and development priorities. Understanding the factors that influenced the performance of NGO projects in Kenya's agricultural sector could inform targeted interventions, policies, and strategies for sustainable agricultural development at the local and national levels (Cavens, Kidombo & Gakuu, 2016). It could guide the design and implementation of M&E practices that effectively measured the progress and impact of agricultural projects, leading to informed decision-making and resource allocation for future initiatives. Overall, this study's multidimensional approach addressed the global, international, African, and Kenyan contexts, providing insights into M&E in enhancing the performance of NGO projects in the agricultural sector and contributing to the broader goal of sustainable agricultural development and poverty reduction.

1.2.1 Performance of Non - Governmental Organizations Projects at Heifer International Kenya

At the global level, performance of non-governmental organization (NGO) projects in the agriculture sector was vital for achieving goals such as increasing agricultural productivity, improving market access, enhancing food security, and reducing poverty (Hou et al., 2017). Evaluation of these projects involved assessing indicators such as crop yields, income levels, dietary diversity, and gender equity. In Africa, where the agricultural sector was of paramount importance, the performance of NGO projects in agriculture was crucial. Enhancing agricultural production through these projects was essential for promoting food security, increasing income levels, and fostering sustainable agricultural practices (Kassam & Mkomwa, 2022). Measuring

evaluating the projects' ability to increase crop yields and improve livelihoods for farmers and communities was vital for achieving development outcomes in the African context. In Kenya, a country with a significant agricultural sector, evaluating the performance of NGO projects in agriculture was essential. Projects aimed to uplift the income levels of smallholder farmers, improve market access, and introduce innovative technologies and practices (Kutay, 2021). Evaluating the effectiveness of these projects in increasing income levels and reducing poverty was crucial for sustainable development outcomes in Kenya. At the county level in Kenya, the performance of NGO projects in the agriculture sector remained a priority. Addressing gender equity was a significant aspect of these projects, aiming to reduce disparities, empower women, and promote their participation in decision-making processes (Lewis, Kanji & Themudo, 2020). Evaluating the projects based on their contributions to gender equity ensured sustainable and equitable development outcomes at the county level.

By evaluating these indicators at the global, Africa, Kenya, and county levels, the performance of NGO projects in the agriculture sector could be comprehensively assessed. This evaluation process guided the improvement of project strategies and interventions to maximize their impact on agricultural productivity, income generation, poverty reduction, and gender equity across various contexts.

1.2.2 Monitoring and Evaluation Practices

Monitoring and Evaluation (M&E) practices are globally recognized as critical for ensuring the success and sustainability of development projects across various sectors, including agriculture, education, health, and infrastructure (Lewis, Kanji & Themudo, 2020). M&E practices serve as a key independent variable in research studies, providing project managers with valuable information to track progress, identify areas for improvement, and make informed decisions (Galgallo, 2019). They are essential for promoting accountability and transparency in project

implementation, providing evidence-based information to stakeholders about project progress and achievements.

1.2.3 Monitoring and Evaluation Practices and Performance of Non - Governmental Organizations Projects

M&E practices are of particular significance. They play a crucial role in monitoring and evaluating the performance of development projects and assessing their impact on local communities. In agriculture, for example, M&E practices help track the progress of initiatives aimed at improving food security, increasing agricultural productivity, and reducing poverty. They provide valuable insights into the effectiveness of interventions, such as the introduction of new technologies and practices, and their impact on farmers' livelihoods (Galgallo, 2019).

At the national level, Kenya recognizes the importance of M&E practices in development projects. The government and non-governmental organizations in Kenya utilize M&E frameworks to assess the effectiveness and impact of various initiatives, including those in the agriculture sector (Hamdy, 2019). M&E practices allow for evidence-based decision-making, helping project managers identify successful strategies and areas for improvement. They also facilitate accountability and aid in resource allocation for future projects (Hamdy, 2019).

At the county level, M&E practices become even more critical, as they enable local authorities and stakeholders to evaluate the impact of development projects within their specific contexts. County governments in Kenya can utilize M&E practices to assess the effectiveness of agricultural projects in their regions, identify gaps, and make informed policy decisions to address the specific needs of their communities. This localized approach enhances project outcomes and ensures that development efforts align with the priorities and realities of the county (Hamdy, 2019).

Overall, M&E practices have global significance and play a crucial role in the development context of Africa, Kenya, and its counties. They are essential for evaluating the impact of projects,

promoting accountability, and informing decision-making processes at different levels. By understanding and effectively utilizing M&E practices, development initiatives can achieve improved outcomes, address local challenges, and contribute to sustainable development in the region.

1.2.2.1 Strategic Leadership

Strategic leadership refers to the ability of individuals in leadership positions to envision and articulate a compelling strategic direction for an organization. It involves making critical decisions, setting priorities, and aligning resources and efforts towards achieving long-term goals and objectives (Glover, 2017).

In the global context, strategic leadership plays a vital role in the effective of monitoring and evaluation practices in NGOs operating in various sectors, including agriculture. Strategic leaders ensure that evaluation findings are integrated into the organization's overall strategy and decision-making processes, enabling effective resource allocation and alignment of programs with the organization's mission and objectives (Glover, 2017). They also leverage monitoring and evaluation practices to identify areas for improvement and develop strategies for innovation and continuous improvement, enhancing the organization's ability to deliver high-quality programs (Lewis, Kanji & Themudo, 2020). Additionally, strategic leadership fosters a culture of learning and adaptation, enabling organizations to respond to new challenges and opportunities (Aitaru, 2017).

In the context of Africa, strategic leadership is crucial for NGOs operating in the agriculture sector. Strategic leaders ensure that monitoring and evaluation practices are used to inform decision-making and drive organizational change (Glover, 2017). They also leverage monitoring and evaluation practices to identify gaps and weaknesses, driving innovation and continuous improvement in agricultural projects (Lewis, Kanji & Themudo, 2020). Moreover, strategic

leadership fosters a culture of learning and adaptation, enabling African NGOs to enhance their responsiveness to the evolving needs of beneficiaries and stakeholders (Aitaru, 2017).

In Kenya, strategic leadership plays a crucial role in the effective of monitoring and evaluation practices in agriculture-focused NGOs. Strategic leaders ensure that evaluation findings are integrated into the organization's strategic planning and decision-making processes, promoting effective resource allocation and program alignment (Glover, 2017). They use monitoring and evaluation practices to identify areas for improvement, driving innovation and enhancing program quality in agricultural projects (Lewis, Kanji & Themudo, 2020). Furthermore, strategic leadership fosters a culture of learning and adaptation within Kenyan NGOs, enabling them to navigate the complex agricultural landscape and respond to emerging challenges and opportunities (Aitaru, 2017).

At the county level in Kenya, strategic leadership is critical for NGOs operating in the agriculture sector within specific counties. Strategic leaders integrate monitoring and evaluation practices into county-level strategies, ensuring effective resource allocation and alignment of programs with local development priorities (Glover, 2017). They leverage evaluation findings to identify opportunities for improvement and develop strategies to address specific gaps or weaknesses in agricultural projects (Lewis, Kanji & Themudo, 2020). Additionally, strategic leadership fosters a culture of learning and adaptation at the county level, enabling NGOs to effectively respond to the unique challenges and opportunities present in their respective counties (Aitaru, 2017).

1.2.2.2 Capacity building in M & E

Capacity building in monitoring and evaluation (M&E) refers to the process of enhancing the knowledge, skills, and abilities of individuals and organizations involved in M&E activities. It aims to strengthen their capacity to effectively plan, design, implement, and utilize M&E systems and processes to support evidence-based decision-making and improve program effectiveness. In the global context, Capacity building in terms of skills is a crucial factor in the effective of monitoring and evaluation practices by NGOs in the agricultural sector. Staff members with the necessary skills and expertise can analyze and interpret evaluation findings, develop strategies to address gaps or weaknesses, and improve the efficiency and effectiveness of programs and projects (Okul, 2021). Their proficiency in data collection and analysis ensures the production of reliable and valid monitoring and evaluation practices, increasing the organization's credibility and donor support (Omolo & Mose, 2019). Moreover, skilled staff can effectively communicate monitoring and evaluation practices to stakeholders, building trust, and demonstrating transparency and accountability (Ngo et al., 2020). By fostering a culture of learning and adaptation, staff with the right skills contribute to the organization's Capacity building to respond to challenges and improve performance in the agricultural sector.

In the context of Africa, Capacity building in terms of skills is crucial for NGOs operating in the agricultural sector. Skilled staff members can effectively utilize monitoring and evaluation practices to drive improvements and enhance the impact of programs. Their ability to analyze and interpret evaluation findings helps identify areas for improvement and develop strategies tailored to the region's specific needs (Okul, 2021). Rigorous data collection and analysis by skilled staff members improve the credibility of organizations, attract donor support, and foster sustainable development outcomes (Omolo & Mose, 2019). Effective communication of monitoring and evaluation practices by staff builds trust, generates support, and encourages collaboration among

stakeholders (Ngo et al., 2020). Additionally, Capacity building in terms of skills contributes to a culture of learning and adaptation, enabling NGOs to navigate challenges and drive positive change in the agricultural sector.

In Kenya, Capacity building in terms of skills is vital for NGOs involved in agricultural projects. Skilled staff members can effectively analyze monitoring and evaluation practices, identify areas for improvement, and develop strategies that align with Kenya's agricultural priorities (Okul, 2021). Their proficiency in data collection and analysis ensures the production of reliable monitoring and evaluation practices, enhancing the organization's credibility and attracting donor support (Omolo & Mose, 2019). Through effective communication, staff members disseminate evaluation findings to stakeholders, fostering transparency and accountability (Ngo et al., 2020). Furthermore, staff with the right skills contribute to a culture of learning and adaptation, enabling NGOs to respond to challenges and drive sustainable development outcomes in the Kenyan agricultural sector.

At the county level in Kenya, Capacity building in terms of skills remains essential for NGOs in the agricultural sector. Skilled staff members contribute to the effective of monitoring and evaluation practices within specific counties. Their ability to analyze evaluation findings and develop tailored strategies supports local agricultural development priorities (Okul, 2021). Rigorous data collection and analysis by skilled staff members enhance the credibility of NGOs at the county level and attract support from stakeholders (Omolo & Mose, 2019). Effective communication of monitoring and evaluation practices fosters transparency and accountability, strengthening partnerships within the county (Ngo et al., 2020). Furthermore, Capacity building in terms of skills contributes to a culture of learning and adaptation, allowing NGOs to address county-specific challenges and drive positive change in the agricultural sector.

In summary, Capacity building in terms of skills is crucial for the effective of monitoring

and evaluation practices by NGOs at the global, African, Kenyan, and county levels. Skilled staff members contribute to the analysis and interpretation of evaluation findings, rigorous data collection and analysis, effective communication of monitoring and evaluation practices, and the creation of a culture of learning and adaptation. Their contributions enhance program efficiency, organizational credibility, stakeholder engagement, and overall performance in the agricultural sector.

1.2.2.3 Structural Support

Structural support in the context of organizational capacity building refers to the various systems, policies, and procedures put in place by an organization to support its operations and achieve its objectives. In the global context, structural support is crucial for NGOs in the agricultural sector to effectively utilize monitoring and evaluation practices (Nanthagopan, Williams & Thompson, 2019). A well-designed organizational structure ensures the integration of monitoring and evaluation practices into decision-making processes, aligning resources and programs with the organization's mission and objectives (Nanthagopan, Williams & Thompson, 2019). Structural support also encompasses the establishment of systems and processes for collecting and analyzing data, ensuring the reliability, validity, and actionability of monitoring and evaluation practices. With structural support, NGOs can respond efficiently to identified gaps or weaknesses (Nanthagopan, Williams & Thompson, 2019). Additionally, providing staff with necessary resources, such as training opportunities and access to relevant data, enhances their Capacity building and expertise, enabling the delivery of high-quality programs and services.

In the African context, structural support is vital for NGOs operating in the agricultural sector. A well-designed organizational structure facilitates the integration of monitoring and evaluation practices into decision-making processes, ensuring the efficient allocation of resources and alignment with the organization's mission and objectives. This is particularly important in

addressing the diverse and specific challenges of agricultural development in Africa (Nanthagopan, Williams & Thompson, 2019). Structural support also includes the establishment of robust systems and processes for data collection and analysis, ensuring the reliability and validity of monitoring and evaluation practices. By providing staff with necessary resources and support, NGOs enhance their Capacity building to utilize monitoring and evaluation practices effectively and deliver impactful programs and services.

In Kenya, structural support plays a crucial role in enabling NGOs in the agricultural sector to utilize monitoring and evaluation practices effectively. A well-designed organizational structure ensures the incorporation of evaluation findings into decision-making processes, guiding resource allocation and program alignment with the country's agricultural development priorities. Structural support also includes the establishment of systems and processes for rigorous data collection and analysis, ensuring the credibility and actionability of monitoring and evaluation practices. By providing staff with the necessary resources and support, NGOs enhance their Capacity building to leverage monitoring and evaluation practices and drive positive change in Kenya's agricultural sector.

At the county level in Kenya, structural support remains essential for NGOs operating in the agricultural sector. A well-designed organizational structure facilitates the integration of monitoring and evaluation practices into decision-making processes at the local level, ensuring the alignment of resources and programs with county-specific agricultural priorities. Establishing robust systems and processes for data collection and analysis contributes to the credibility and relevance of monitoring and evaluation practices, empowering NGOs to address county-specific challenges effectively. By providing staff with necessary resources and support, NGOs foster a culture of learning and adaptation, enhancing their Capacity building to respond to local agricultural development needs.

1.3 Overview of Non - Governmental Organizations Projects in Agriculture Sector

Non-governmental organizations (NGOs) play a significant role in the agriculture sector globally, regionally in Africa, and at the county level in Kenya. These organizations implement projects and initiatives aimed at promoting sustainable agricultural practices, improving food security, and enhancing rural livelihoods.

At the global level, numerous NGOs are engaged in agricultural development and support programs. These organizations collaborate with governments, international institutions, and local communities to address challenges such as poverty, hunger, climate change, and the need for inclusive and sustainable agricultural systems. They work towards enhancing agricultural productivity, promoting market access for small-scale farmers, advocating for policy reforms, and facilitating knowledge transfer and technology adoption.

In the African context, NGOs have been instrumental in addressing the specific challenges faced by the continent's agriculture sector. Africa's agricultural landscape is diverse, with a mix of subsistence farming, small-scale commercial farming, and large-scale agricultural enterprises. NGOs operating in the region focus on areas such as improving agricultural productivity, enhancing value chains, strengthening farmer cooperatives, promoting climate-smart agriculture, and supporting agribusiness development. These efforts are aimed at boosting food security, alleviating poverty, and fostering sustainable rural development across Africa.

At the county level in Kenya, NGOs play a vital role in supporting agricultural projects and initiatives. Kenya has a significant agricultural sector that contributes to the country's economy and employs a large portion of the population. NGOs operating in different counties within Kenya implement projects that address specific challenges and priorities of each region. These projects encompass areas such as agricultural extension services, farmer training and capacity building, sustainable land management, access to finance and market linkages, and the promotion of value-

added agricultural products.

NGOs in the agriculture sector work closely with local communities, farmer groups, government agencies, and other stakeholders to ensure the effective implementation and impact of their projects. They employ a range of strategies, including participatory approaches, knowledge sharing platforms, public-private partnerships, and leveraging innovative technologies to achieve their objectives.

1.4 Profile of Heifer International; Kenya

The research site included project sites where Heifer International had implemented its programs in Kenya. The research focused on evaluating how Heifer International used monitoring and evaluation practices to improve its performance in the agriculture sector in Kenya. Heifer International is an NGO operating in Kenya with a mission to end hunger, poverty, and promote sustainable agriculture and rural development. The organization focuses on livestock development, farmer training, value chain development, and capacity building. It works in 18 counties in Nyanza, part of Rift valley and central counties. Through its programs and partnerships, Heifer International aims to empower small-scale farmers, improve livelihoods, and foster economic self-reliance in these regions.

1.5 Statement of the Problem

The performance of agricultural projects in Heifer International is hindered by the inadequate application of monitoring and evaluation (M&E) practices and the limited utilization of evaluation findings. Despite the organization's efforts to establish a strong organizational learning culture framework, there is a persistent problem in effectively implementing M&E practices and leveraging the insights and recommendations derived from evaluations. One of the key contextual problems is the weakness in the application of M&E practices. This may be attributed to factors such as a lack of capacity or knowledge among staff members responsible for

M&E, insufficient resources allocated to M&E activities, or limited understanding of the importance of M&E in driving program performance and improvement.

Hou et al. (2017) argued that program performance has been low, including a continuous decline in program funds, limited program changes, and a lack of commitment from users of the monitoring and evaluation practices. Karanja & Yusuf (2018) stated that the application of M&E practices influences the success and effectiveness of NGO projects especially in agricultural sector. This study aims to investigate the underlying reasons behind the challenges in applying evaluation practices within Heifer International Kenya, despite its organizational learning culture, and explore the impact of strategic leadership, staff Capacity building, and structural support systems on the performance of NGO projects at Heifer International Kenya. By addressing these gaps, the study seeks to enhance evaluation practices and improve the overall performance of NGO projects in the context of Heifer International Kenya's agricultural initiatives.

1.6 Purpose of the Study

The purpose of this study is to investigate monitoring and evaluation practices and the performance of Non-Governmental Organizations in the agriculture sector, with Heifer International in Kenya. The study aims to assess the effectiveness of Heifer International's interventions and identify factors that contribute to its success or failure.

1.7 Objective of the Study

i) To examine how strategic leadership influence Performance of non-governmental organizations projects at Heifer International Kenya.

ii) To determine how Staff Capacity building influence Performance of non-governmental organizations projects at Heifer International Kenya.

iii) To establish structural support systems, influence Performance of non-governmental organizations projects at Heifer International Kenya.

1.8 The study sought to test the following Hypotheses

$H0_1$. There is no significant relationship between leadership support and Performance of non-governmental organizations projects at Heifer International Kenya.

$H0_2$ There is no significant relationship between Staff Capacity building and Performance of non-governmental organizations projects at Heifer International Kenya

$H0_3$. The structural support systems and Performance of non-governmental organizations projects at Heifer International Kenya

1.9 Significant of the Study

The significance of this study lay in its potential to contribute to the understanding of the factors that influenced monitoring and evaluation practices and program outcomes in non-governmental organizations (NGOs) operating in the agriculture sector. Specifically, the study focused on Heifer International Kenya and aimed to identify the impact of strategic leadership support, staff capacity building, and structural support systems on monitoring and evaluation practices. The findings of this study could have had several practical implications for Heifer International and other NGOs operating in the agriculture sector in Kenya.

Firstly, the study's findings could have informed the development of effective strategies to improve program outcomes by identifying the factors that contributed to successful monitoring and evaluation practices. The identification of these factors could have enabled Heifer International and other NGOs to enhance their operations and programs, leading to better outcomes and impacts in the communities they served.

Secondly, the study's findings could have informed policy and decision-making processes in the agriculture sector in Kenya. The study's insights could have contributed to the development of policies that supported effective program evaluation of results in the sector, which could have led to improved agricultural productivity and sustainable development.

Thirdly, the importance of this study extended beyond the context of Kenya, as it addressed the global and international significance of M&E practices in NGO projects in the agricultural sector. Globally, NGOs played a crucial role in implementing agricultural projects aimed at addressing food security, poverty alleviation, and sustainable development. Understanding M&E in enhancing project performance which could contribute to the effectiveness and impact of similar initiatives worldwide.

Lastly, the study's contribution to the knowledge base on program evaluation of results could have benefited researchers and practitioners in the field. The study could have provided new insights into the complexities of evaluating program outcomes in the agriculture sector and the factors that influenced monitoring and evaluation practices. Overall, this study could have made a significant contribution to the advancement of knowledge and practices in the agriculture sector, as well as the broader field of program evaluation of results in NGOs.

1.10 Scope of the Study

The scope of that study was limited to Heifer International Kenya, a non-governmental organization operating in the agriculture sector. The study aimed to investigate the factors that influenced monitoring and evaluation practices within the organization, focusing specifically on the impact of strategic leadership support, staff capacity building, and structural support systems. The study involved collecting data from key stakeholders within the organization, including M&E staff, project managers, senior leadership, project partners, and farmers benefiting from the project. The study's focus was limited to monitoring and evaluation practices within Heifer International Kenya for projects carried out from the year 2018 to 2022.

1.11 Delimitation of the Study

The study focused specifically on Heifer International projects in the agriculture sector within Kenya. The study was limited to NGOs operating in the agriculture sector and examined the impact of monitoring and evaluation practices on the performance of projects within the agriculture sector only. This may have limited the generalizability of the findings to other organizations.

1.12 Limitations of the Study

Transport was a problem when going to collect data, but it was mitigated by use of the readily available means of transport for example the motor bikes so as to reach in time and meet the respondents as agreed on the stipulated time.

Uncooperativeness by many officers who were not willing to give their information as they feared that the information may be used against them. However, they were assured that it was only meant for academic purposes and their information will be treated with a lot of confidence.

Insecurity in northern counties where Heifer Kenya works, which was mitigated by hiring enumerators who are locals as well as providing them with police escort during data collection.

1.13 Assumption of the Study

The study assumed that the sample size of the study was representative of the population of interest at Heifer International Kenya projects, and that the data collected through the interviews would be analyzed objectively and accurately. Furthermore, the study assumed that it was conducted within the timeframe and resources available, and that it was limited to the scope and objectives stated in the research proposal. Ultimately, the study assumed that the findings of the study would provide valuable insights and recommendations to enhance monitoring and evaluation practices at Heifer International Kenya and contribute to positive social change in the agriculture sector. It is assumed that the findings of the study will be used to enlighten other scholars on the

information provided. The policy makers might use the findings to formulate their policies.

1.14 Theoretical Framework

The following theories will guide the study: stakeholder theory and capacity building development theory.

1.14.1 Stakeholder theory

The study adopted two main theories, namely stakeholder theory and Capacity building development theory. Stakeholder theory, introduced by R. Edward Freeman in 1984, suggests that organizations should consider the interests and expectations of various stakeholders who have a vested interest in the organization and its activities. In the context of the study, stakeholder theory was applied to understand the perspectives and interests of different stakeholders in monitoring and evaluation practices and performance of NGOs' projects in the agriculture sector. It helped identify key stakeholders, their roles in the monitoring and evaluation process, and how their involvement influenced project success. By considering stakeholder perspectives, NGOs like Heifer International aimed to align their monitoring and evaluation practices with stakeholders' needs and expectations, enhancing accountability and ensuring sustainable project outcomes. This theory asserts that stakeholders are part of an organization for their benefit, and there is no one benefit that takes precedence over the others.

Polonsky (2017) identifies four major premises of stakeholder theory. To begin with, an organization has a wide range of relationships with numerous stakeholders, all of which can have an impact on the firm or organization. Second, the nature of relationships is examined in this theory in relation to the results and processes of the organization as well as its stakeholders. Third, the theory asserts that the legitimate interests of the stakeholders have intrinsic value, and that no single interest is significantly more important than the others. Finally, managerial decision making is examined in the context of stakeholder theory (Ara, Yeap & Hassan, 2020). According to

stakeholder theory, corporations should prioritize stakeholders' interests in order to maximize corporate wealth and collective benefits for all stakeholders. According to stakeholder theory, organization’s success is influenced by how it manages stakeholders’ interests.

Practically, the theory can encourage positive response loop that eventually leads to higher revenues for shareholders and stakeholders. In project management viewpoint, treating project stakeholders as valued respondents can influence the outcome of final project positively (Ara, Yeap & Hassan, 2020). The theory assumes that organizations can only be considered successful when they deliver value to the majority of their stakeholders. Stakeholder theory helped identify and engage relevant stakeholders in the monitoring and evaluation process, while Capacity building development theory emphasized the importance of building Capacity building to achieve sustainable outcomes. By considering this theory, the study provided insights into how stakeholder engagement contributes to project success and informed the design of effective monitoring and evaluation practices.

1.14.2. Capacity building development theory

Capacity building development theory focuses on enhancing the skills, knowledge, and capabilities of individuals and organizations to achieve sustainable development goals. It emphasizes the importance of building the Capacity building of both the implementing organization and its partner communities for long-term project success. Notable contributors to the field include Robert Chambers, Robert Picciotto, and Léonard Wantchékon. It is a strategy that aims to increase an organization's ability to carry out its mission by fostering good management, solid governance, and steadfast commitment to getting things done. Building capacity can be used to enforce capacity in development projects so they can have a more solid structure and be more adaptable to change. This means that capacity building encompasses not only the development of human resources but also the growth of organizations and institutions. Support organizations can

assist local organizations in a variety of ways, such as by fostering the development of technical, financial, business, and political skills, as well as social and institutional capital, upward influence, government capacity building, facilitating finance, enhancing equity and transparency, and creating links and networks. Resources for example staff, infrastructure, technology, and financial resources and management. Strategic leadership, program and process management, and networking creation are two categories of capacity that organizations must develop, each of these categories has operational and adaptable components that need to be established and maintained. In the study, Capacity building development theory was used to analyze how monitoring and evaluation practices contribute to Capacity building of Heifer International and its partner communities in the agriculture sector. It assessed the effectiveness of Capacity building efforts such as training programs, knowledge sharing, and institutional strengthening in improving project performance. By focusing on Capacity building development, NGOs aimed to enhance the sustainability and impact of their projects by empowering local communities and fostering self-reliance. Both stakeholder theory and Capacity building development theory were highly relevant to the study on monitoring and evaluation practices and performance of NGOs' projects in the agriculture sector. Capacity building efforts

1.15 Conceptual Framework

The conceptual framework of the study illustrated the key inputs, processes, and outputs involved. The inputs consisted of strategic leadership support, staff capacity building, and structural support systems, which were expected to influence monitoring and evaluation practices at Heifer International Kenya. These inputs served as the foundation for the study and were crucial in understanding the factors that shaped monitoring and evaluation practices.

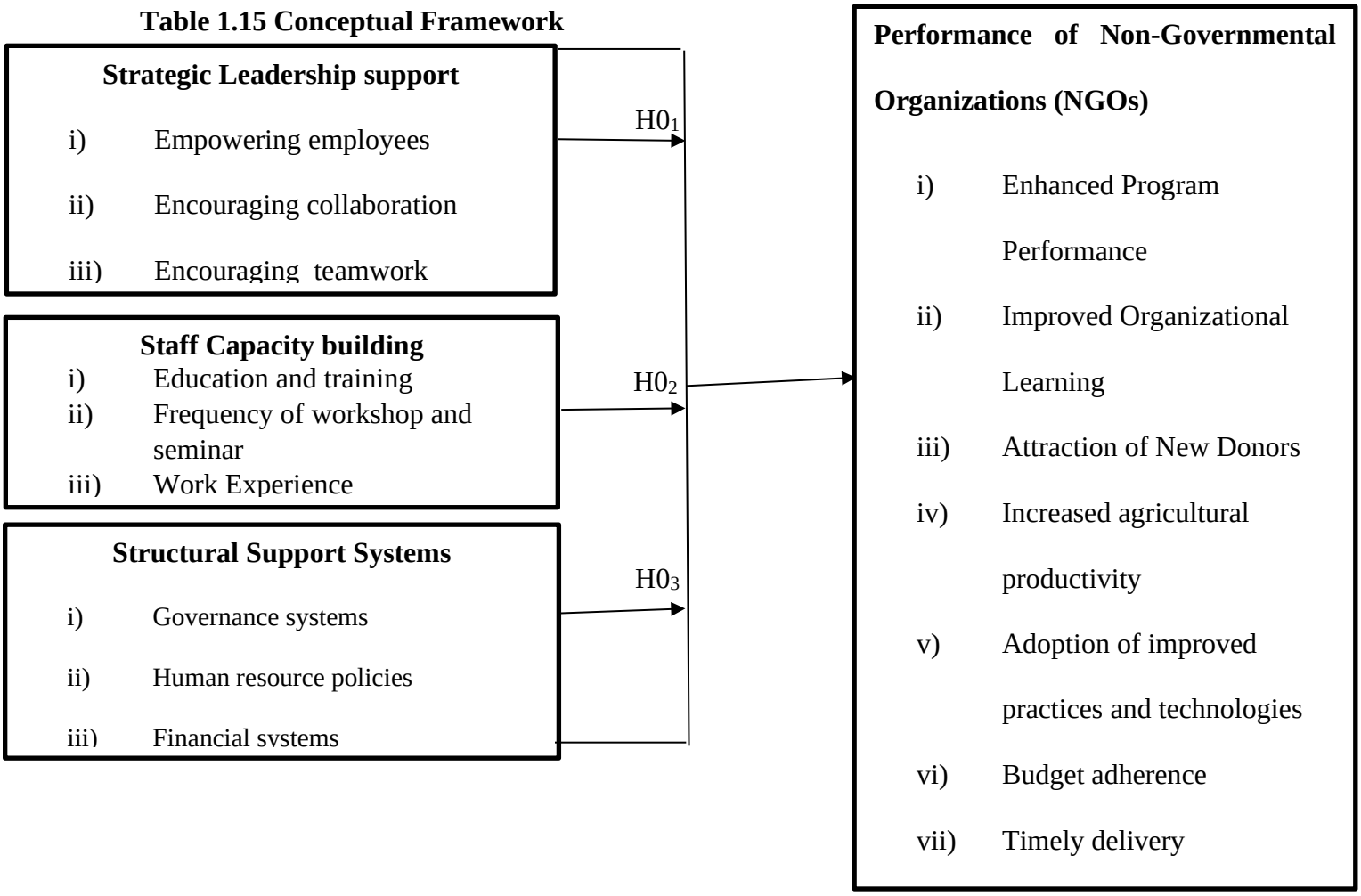
The process, which was the core focus of the study, revolved around monitoring and evaluation practices. The study aimed to examine how the identified inputs impacted these

practices, while also considering the potential influence of other factors. By analyzing the relationship between the inputs and monitoring and evaluation practices, the study sought to gain insights into their interconnectedness and overall effectiveness.

The outputs of the study encompassed the expected outcomes that could be achieved through improved monitoring and evaluation practices. These outcomes included enhanced program performance, improved organizational learning, and the ability to attract new donors. These outputs were deemed desirable as they directly contributed to Heifer International Kenya's mission and goals.

The conceptual framework provided a visual representation of the study's focus, demonstrating the interplay between the inputs, processes, and desired outcomes. By identifying the factors that influenced monitoring and evaluation practices and proposing strategies for improvement, the study aimed to enhance the effectiveness of these practices at Heifer International Kenya.

Table 1.15 Conceptual Framework



CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

The literature review began with an overview of the role of NGOs in the agriculture sector, including their impact on poverty reduction, food security, and sustainable development. This was followed by an analysis of the challenges faced by NGOs in evaluating the impact of their programs and the effectiveness of their interventions. The review also explored the various evaluation methods and tools used by NGOs to measure their performance, such as outcome mapping, participatory impact assessment, and social return on investment.

2.2 Performance of non-governmental organizations projects

Globally, Tahamipour & Mahmoudi (2018) in their study in Iran on monitoring and evaluation (M&E) practices and non-governmental organization (NGO) project performance, the study found that M&E practices play a crucial role in ensuring accountability, transparency, and effective management of projects. The study identified that M&E practices help in identifying gaps and areas that require improvement, which enhances the overall performance of projects. However, the study did not explore the specific factors that influence the effectiveness of M&E practices in different contexts. Therefore, there is a need for more research to examine how M&E practices can be tailored to the needs and specificities of NGOs projects in the agriculture sector.

Karanja, & Yusuf (2018**)** investigated the contribution of NGOs to agricultural productivity and food security in these two countries. The researchers employed a mixed-methods approach, combining qualitative interviews, surveys, and data analysis to assess the impact of NGOs' interventions. The study sample included farmers, NGO staff members, and government officials involved in agricultural development programs in Zambia and Tanzania. Data were collected through structured interviews, questionnaires, focus group discussions, and document analysis. Both qualitative and quantitative data analysis techniques were employed to identify key themes

and trends.

In Kenya, a study by Mkutano & Sang (2018) conducted in Mount Kenya region on the impact of NGOs projects in the agriculture sector in Kenya. The findings showed that most NGOs projects in Kenya lack proper M&E practices, which affects their performance. The studies suggest that NGOs should adopt robust M&E practices, including participatory approaches that involve project beneficiaries, to enhance the effectiveness of their projects. However, the studies did not explore the specific challenges that NGOs face in adopting and implementing effective M&E practices in the agriculture sector in Kenya. .

2.3 Monitoring and Evaluation (M&E) Practices

Goldman & Pabari (2020) investigated the extent to which NGOs apply M&E practices in their agriculture projects in these two countries. The study aimed to understand the challenges faced by NGOs in implementing M&E practices and the potential benefits of effective M&E in the agriculture sector. The researchers adopted a qualitative research approach, conducting interviews and focus group discussions with key stakeholders, including NGO staff, government officials, and beneficiaries of agricultural projects. Their study revealed significant findings related to M&E in NGOs' projects in the agriculture sector in Benin and Togo. The researchers found that while many NGOs recognized the importance of M&E, there were challenges in effectively implementing these practices.

However, it is crucial to note that the study focused specifically on Benin and Togo, and the generalizability of the findings to other African countries may be limited. Future research should explore M&E practices in NGOs' agriculture projects across a broader range of countries in Africa, considering variations in contextual factors and challenges faced by different organizations.

A Study in Rwanda and Zambia, Kanyamuna, Mubita, and Kotzé (2018) investigated the

extent to which M&E practices are perceived as useful and beneficial in NGO projects in Rwanda and Zambia. The study aimed to explore M&E from the perspectives of project managers, staff, and beneficiaries. The researchers utilized a mixed-methods approach, combining surveys and interviews to collect data from multiple stakeholders involved in NGO projects. The surveys were designed to measure perceptions of M&E practices, while the interviews provided in-depth insights into the experiences and perspectives of participants.

Kanyamuna, Mubita, and Kotzé's (2018) study revealed important findings regarding M&E in NGO projects in Rwanda and Zambia. The researchers found that M&E practices were generally perceived as highly useful and valuable by project stakeholders.

The study highlighted several ways in which M&E practices were deemed useful. Firstly, M&E practices were seen as instrumental in enhancing project accountability, transparency, and governance. The systematic tracking and reporting of project progress and outcomes improved the overall management and decision-making processes within NGOs (Kanyamuna, Mubita, and Kotzé's, 218). The findings emphasize the significant role of M&E in improving project accountability, facilitating learning and knowledge sharing, and promoting effective collaboration among stakeholders.

However, it is important to acknowledge that the study focused specifically on Rwanda and Zambia, and the generalizability of the findings to other contexts may be limited. Further research is needed to explore M&E in different regions and sectors, considering variations in organizational capacities, cultural factors, and project characteristics.

Odhiambo, Wakibia & Sakwa (2020) on their study on M&E in NGOs projects in the agriculture sector in Kenya found that most NGOs projects in Kenya lack proper M&E practices, which affects their performance. The study suggested that NGOs should adopt robust M&E practices, including participatory approaches that involve project beneficiaries, to enhance their

projects. The study identified that robust M&E practices enable NGOs to identify areas for improvement and adjust project activities. However, the study did not explore the specific factors that influence the adoption and effectiveness of M&E practices in NGOs projects in the agriculture sector in Kenya. Future research should investigate these factors to identify strategies for improving M&E in NGOs projects in the agriculture sector in Kenya.

In sum, the reviewed studies indicate that monitoring and evaluation (M&E) practices are essential for enhancing NGOs projects in the agriculture sector. However, there is a need for more research to explore the specific factors that influence the adoption and effectiveness of M&E practices in different contexts and the challenges faced by NGOs in implementing effective M&E practices. Identifying these factors and challenges helped to develop strategies for improving M&E in NGOs projects in the agriculture sector.

2.3.1 Strategic leadership on Performance of non-governmental organizations projects

Globally, a review of literature on the relationship between strategic leadership and evaluation practices in NGOs found that effective strategic leadership enhances evaluation practices (Vincent et al. 2018). The study identified that strategic leadership involves developing a clear vision, setting goals, and aligning resources and activities towards achieving the organization's objectives, including monitoring and evaluating projects. Effective strategic leadership also requires empowering and engaging staff, developing partnerships with stakeholders, and fostering a culture of learning and innovation (Vincent et al. 2018). The study found that NGOs that have effective strategic leadership practices tend to have a greater understanding of the importance of monitoring and evaluation in achieving their objectives and are more likely to allocate resources to evaluation activities (Vincent et al. 2018). Therefore, future research should explore strategies for enhancing the Capacity building in monitoring and evaluation GOs to implement effective strategic leadership practices to enhance evaluation

practices. Mapitsa & Khumalo (2018) In their study titled "The Relationship Between Strategic Leadership and Evaluation Practices in NGOs' Projects in the Agriculture Sector in Africa," Mapitsa and Khumalo explored how strategic leadership influences the adoption and utilization of evaluation practices in NGOs' projects. The study aimed to understand the role of leadership in driving a culture of evaluation and using evaluation findings to improve project performance.

The researchers employed a mixed-methods approach, combining surveys and interviews to collect data from leaders, project managers, and staff members of NGOs operating in the agriculture sector across different countries in Africa (Mapitsa & Khumalo, 2018). The surveys assessed the perception of strategic leadership and evaluation practices, while the interviews provided deeper insights into the experiences and perspectives of the participants.

Findings: Mapitsa and Khumalo's study revealed significant findings concerning the relationship between strategic leadership and evaluation practices in NGOs' projects in the agriculture sector in Africa. The researchers found that strategic leadership plays a critical role in promoting the adoption and utilization of evaluation practices within NGOs.

The study highlighted that strategic leaders create an organizational culture that values and prioritizes evaluation. These leaders actively champion the use of evaluation as a means to assess project effectiveness, identify areas for improvement, and inform decision-making. Strategic leaders also allocate resources, provide support, and set expectations for evaluation activities, thereby promoting a conducive environment for evaluation practices.

Furthermore, the study found that strategic leaders play a key role in ensuring the integration of evaluation findings into project management processes. They actively engage with evaluation reports, encourage learning from evaluation results, and facilitate the implementation of recommendations. This involvement fosters a culture of continuous improvement, where evaluation is seen as a valuable tool for enhancing project performance and achieving

organizational goals.

Mapitsa and Khumalo's (2018) study highlights the important relationship between strategic leadership and evaluation practices in NGOs' projects in the agriculture sector in Africa. The findings emphasize the role of strategic leaders in driving a culture of evaluation, integrating evaluation findings into decision-making processes, and promoting continuous improvement within NGOs.

However, it is crucial to note that the study focused on the agriculture sector in Africa, and the generalizability of the findings to other sectors or regions may be limited. Future research could explore the relationship between strategic leadership and evaluation practices in diverse contexts and examine the specific leadership behaviors and strategies that contribute to effective evaluation utilization in NGOs' projects.

Also, Holvoet & Pandey (2018) studied relationship between strategic leadership and evaluation practices in NGOs projects in the agriculture sector in Kenya found that effective strategic leadership enhances evaluation practices. The study identified that NGOs in Kenya that adopt effective strategic leadership practices tend to have a greater understanding of the importance of monitoring and evaluation in achieving their objectives and allocate more resources to evaluation activities. Effective strategic leadership practices can also enhance stakeholder engagement in evaluation activities, leading to greater use of monitoring and evaluation practices (Holvoet & Pandey, 2018). However, the study also found that NGOs in Kenya face challenges in implementing effective strategic leadership practices, including limited Capacity building for strategic planning and implementation, inadequate financial and human resources, and resistance to change. Therefore, future research should investigate how NGOs in Kenya can overcome these challenges and develop effective strategic leadership practices to enhance evaluation practices.

Overall, the reviewed studies indicate that effective strategic leadership is essential for enhancing evaluation practices in NGOs projects in the agriculture sector. NGOs with effective strategic leadership practices tend to have a greater understanding of the importance of monitoring and evaluation in achieving their objectives and are more likely to allocate resources to evaluation activities. Identifying the specific factors that influence the implementation of effective strategic leadership practices in different contexts and the challenges faced by NGOs in implementing such practices helped to develop strategies for enhancing the Capacity building in monitoring and evaluation practices in NGOs to implement effective strategic leadership practices and enhance evaluation practices.

2.3.2 Staff Capacity building and Performance of non-governmental organizations projects

In their study titled "The Relationship Between Capacity building and Monitoring and Evaluation Practices in NGOs," Latif and Williams (2017) explored the connection between the Capacity building of staff members and the extent to which M&E practices are effectively applied in NGOs. The study aimed to understand the importance of Capacity building in facilitating successful M&E implementation and improving project outcomes.

The researchers utilized a mixed-methods approach, combining surveys and interviews to collect data from staff members working in various NGOs. The surveys assessed the perception of Capacity building and M&E practices, while the interviews provided deeper insights into the experiences and perspectives of the participants (Latif and Williams, 2017).

Findings: Latif and Williams' study revealed significant findings regarding the relationship between Capacity building and M&E in NGOs. The researchers found that Capacity building plays a crucial role in the effective implementation of M&E practices and the overall success of projects (Latif and Williams, 2017).

The study highlighted that staff members with appropriate skills, knowledge, and training

in M&E were more likely to effectively apply M&E practices in their work. These individuals were better equipped to design and implement data collection methods, analyze and interpret data, and use evaluation findings to inform decision-making and project improvements. Adequate Capacity building also facilitated the development and implementation of comprehensive M&E frameworks and systems within NGOs (Latif and Williams, 2017).

Furthermore, the study emphasized the importance of organizational support and investment in Capacity building development. NGOs that prioritized staff training and provided opportunities for professional development in M&E witnessed greater utilization of M&E practices. Organizational support, including access to resources, clear roles and responsibilities, and leadership commitment to M&E, also contributed to staff members' ability to effectively apply M&E practices (Latif and Williams, 2017).

Conclusion: Latif and Williams' study underscores the significant relationship between Capacity building and M&E in NGOs. The findings highlight the importance of investing in staff training and development to enhance M&E skills and knowledge. Furthermore, organizational support and a supportive M&E culture are crucial in facilitating effective M&E implementation.

It is important to note that the study focused on NGOs in general, and the findings may vary across different contexts and sectors. Future research could explore the specific Capacity building needs and challenges in different types of NGOs and sectors, as well as the impact of Capacity building on project outcomes and organizational effectiveness.

Limitations and Recommendations for Future Research: While Latif and Williams' study provides valuable insights, it is important to acknowledge some limitations. The study's reliance on self-reported data may introduce biases, and the findings may be subject to social desirability bias. Future research could utilize objective measures of Capacity building and incorporate multiple data sources to strengthen the validity of the finding.

Micah & Luketero (2017) in their study argued that Capacity building significantly influences monitoring and evaluation practices and performance of NGOs projects. The study identified that NGOs in Africa face challenges in building Capacity building for evaluation, including limited resources and expertise, inadequate training opportunities, and high staff turnover rates (Latif and Williams, 2017). The study also found that staff with enhanced Capacity building tend to be more effective in conducting and utilizing monitoring and evaluation practices, leading to improved project performance. However, the study noted that there is limited research on the most effective strategies for building Capacity building for evaluation in African NGOs and recommended that future research should investigate effective strategies for enhancing staff Capacity building -building in the context of limited resources.

Mkutano & Sang (2018) A review of literature on the relationship between Capacity building and monitoring and evaluation practices in NGOs projects in the agriculture sector in Kenya found that Capacity building significantly influences monitoring and evaluation practices and performance of NGOs projects. The study identified that NGOs in Kenya face challenges in building Capacity building for evaluation, including limited resources and expertise, inadequate training opportunities, and high staff turnover rates (Mkutano & Sang, 2018). The study also found that staff with enhanced Capacity building tend to be more effective in conducting and utilizing monitoring and evaluation practices, leading to improved project performance. However, the study noted that there is limited research on how NGOs in Kenya can effectively build Capacity building for evaluation and recommended that future research should investigate effective strategies for enhancing staff Capacity building -building in the context of limited resources (Mkutano & Sang, 2018).

In summary, the reviewed studies suggest that Capacity building significantly influences monitoring and evaluation practices and performance of NGOs projects. Investing in staff Capacity

building -building can enhance evaluation practices, leading to improved project performance. However, there is limited research on effective strategies for building Capacity building for evaluation in the context of limited resources, such as in African NGOs and in Kenya. Future research should explore effective strategies for building Capacity building for evaluation in resource-constrained contexts and assess the impact of staff Capacity building -building on project performance. Additionally, more research is needed to identify the most effective training methods for building Capacity building for evaluation in NGOs.

2.3.3 Structural support systems and Performance of non-governmental organizations projects

In their study titled "The Relationship between Established Structural Support Systems and Monitoring and Evaluation Practices in NGOs," Amina, C. (2020) examined how established structural support systems influence the extent to which NGOs effectively apply M&E practices. The study was conducted across several nations, including Iran, Saudi Arabia, and Japan. Its objective was to explore the importance of structural support systems in facilitating M&E implementation and enhancing project outcomes in NGOs.

Amina employed a comparative research approach, utilizing surveys and interviews to collect data from NGOs operating in the selected nations. The surveys assessed the perception of established structural support systems and M&E practices, while the interviews provided deeper insights into the experiences and perspectives of the participants (Amina, C. 2020).

Findings: Amina's study revealed significant findings regarding the relationship between established structural support systems and M&E in NGOs across different nations. The researcher found that well-established structural support systems play a crucial role in facilitating the effective implementation of M&E practices and improving project outcomes (Amina, C. 2020).

The study highlighted that NGOs with established structural support systems, such as clear

organizational policies, procedures, and guidelines related to M&E, were more likely to effectively apply M&E practices. These structural support systems provided a framework for implementing M&E activities, including data collection, analysis, reporting, and utilization. The presence of dedicated M&E staff or teams within NGOs also contributed to the effective of M&E practices (Amina, C. 2020).

Furthermore, the study emphasized the importance of financial and technological resources as part of the structural support systems. NGOs that had adequate financial resources to invest in M&E activities, such as data collection tools and software, were better equipped to apply M&E practices effectively. Similarly, the availability of appropriate technological infrastructure supported data management, analysis, and reporting (Amina, C. 2020).

Amina's study highlights the significant relationship between established structural support systems and M&E in NGOs. The findings emphasize the importance of clear organizational policies and guidelines, dedicated M&E staff or teams, and access to financial and technological resources (Amina, C. 2020). These structural support systems facilitate effective M&E implementation, enhance project outcomes, and promote organizational learning and improvement.

It is essential to acknowledge that the study encompassed multiple nations, including Iran, Saudi Arabia, and Japan, and the findings may be subject to variations across different cultural, organizational, and national contexts. Future research could delve deeper into the specific elements of structural support systems that contribute to successful M&E implementation in NGOs in different regions and nations (Amina. C, 2020).

In Africa a study by Chidembo, (2019) in Mozambique and Zimbabwe on the structural support systems and monitoring and evaluation practices in NGOs projects in the agriculture sector in Africa found that established structural support systems significantly influence monitoring and

evaluation practices and performance of NGOs projects (Chidembo, 2019). The study identified that NGOs in Africa face challenges in establishing and maintaining structural support systems for evaluation, including limited resources and expertise, inadequate policies and procedures, and limited buy-in from stakeholders. The study also found that organizations that invest in establishing and maintaining structural support systems tend to have a more sustainable and accountable approach to project implementation, leading to improved project performance (Chidembo, 2019). However, the study noted that there is limited research on effective strategies for establishing and maintaining structural support systems in African NGOs and recommended that future research should investigate effective strategies for establishing and maintaining structural support system in African NGOs, including identifying the most effective policies and procedures and assessing their impact on project performance (Chidembo, 2019).

Similarly, in Kenya, Galgallo (2019) argued that structural support systems significantly influence monitoring and evaluation practices and performance of NGOs projects. The study identified that NGOs in Kenya face challenges in establishing and maintaining structural support systems for evaluation, including limited resources and expertise, inadequate policies and procedures, and limited buy-in from stakeholders (Galgallo, 2019). The study also found that organizations that invest in establishing and maintaining structural support systems tend to have a more sustainable and accountable approach to project implementation, leading to improved project performance.

However, the study noted that there is limited research on effective strategies for establishing and maintaining structural support systems in Kenyan NGOs and recommended that future research should investigate effective strategies for establishing and maintaining structural support system in Kenyan NGOs, including identifying the most effective policies and procedures and assessing their impact on project performance.

Overall, the reviewed studies suggest that established structural support systems significantly influence monitoring and evaluation practices and performance of NGOs projects. Investing in establishing and maintaining structural support systems such as M&E frameworks, policies, and procedures can enhance evaluation practices, leading to improved project performance. However, there is limited research on effective strategies for establishing and maintaining structural support systems in the context of limited resources, such as in African NGOs and in Kenya. Future research should explore effective strategies for establishing and maintaining structural support systems in resource-constrained contexts and assess the impact of these systems on project performance. Additionally, more research is needed to identify the most effective policies and procedures for establishing and maintaining structural support systems in NGOs.

Table 2.1: Summary of the knowledge gaps

Variable	Author(s) (Year)	Title of the study	Findings	Knowledge gap
Strategic Leadership support	Aitaru (2017).	Internal Controls and performance of International Non-Governmental Organizations in Uganda (Doctoral dissertation, Uganda Management Institute).	Strategic leadership is important in enhancing internal controls and performance, specifically in the context of International Non-Governmental Organizations (INGOs)	Further research to understanding the role of strategic leadership support in strengthening internal controls and how it influences the overall performance of INGOs.
	Musram, Firman, Surhamanto, Rizal & Fatmawati (2019)	Muna Barat Regency's Crop Carrying Ability as Cow and Goat Feed	Muna Barat Regency has 8 types of forages but does not inform the study on how this was sampled among many agencies	The current study will involve all the stakeholders in the study
Staff Capacity	Klier et al. (2022)	Grounding evaluation Capacity building development in systems theory. Evaluation, 28(2), 231-251.	Lack of comprehensive understanding and application of systems theory in the context of evaluation Capacity building affects performance of organizations	Further study to understand how capacity building affects projects in agricultural sector
	Smith, J. K. C. (2019).	The impact of staff capacity building on the performance of non-governmental organizations projects: A study of NGOs in Kenya. Journal of Nonprofit and Voluntary Sector Quarterly, 48(1), 123-138.	Staff capacity building positively impacts NGO project performance, especially when focusing on technical skills and implemented in a supportive context.	Need for more research on how to design and implement effective staff capacity building programs.
Structural Support Systems	Nanthagopan, Williams, & Thompson (2019).	Levels and interconnections of project success in development 4projects by Non-Governmental Organizations (NGOs). *International Journal of Managing Projects in Business*, *12*(2), 487-511.	Limited understanding of project success in development projects by NGOs	Further research to understand how structural support leads to project success
	Sharma, A. (2022)	The role of structural support systems in the performance of non-governmental organizations *systematic review. Nonprofit and Voluntary Sector Quarterly, 51(1), 197-218.*	There are a number of different types of structural support systems that can be used to improve the performance of NGO projects.	Further research needed on how to design and implement effective structural support systems.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The methodology section of a research paper outlined the strategies and techniques that the researcher would use to answer the research question. It was a critical aspect of the research project, as it provided a detailed account of the methods employed to collect and analyze data. In this section, the researcher justified the chosen methods and explained how they aligned with the research question.

3.2 Research Design

The research utilized a descriptive research survey design and correlational research approach. Descriptive research approach systematically and accurately describes the attributes of a phenomenon or population under study (Kumar, 2019). Descriptive research approach is preferred when obtaining information pertaining to the phenomenon being investigated and is used in explaining “what exists” concerning study variables. Descriptive research survey design will be adopted because they are cost effective and time saving as compared to experimental studies. In addition, this type of research design is very reliable in providing answers to questions of where, who, how and when, that are related to the phenomenon under investigation. Correlational research design on the other hand refers to a research strategy in which two variables are observed to create statistically corresponding nexus between them (Caine & Mill, 2016). Correlational research entails assessing two variables to find significant nexus between them (Devi, 2017).

3.3 Research Site

The research site for this study was Heifer International's projects in the agriculture sector in counties of Nyanza, part of Rift valley and part of central Kenya. Heifer International is a global nonprofit organization with a mission to empower communities to overcome poverty and hunger. In Kenya, Heifer International had implemented various projects aimed at improving the livelihoods of small-scale farmers in the agriculture sector. These projects focused on providing support to farmers through training, capacity building, and provision of livestock and other agricultural inputs. The organization utilized monitoring and evaluation practices to assess project performance and to identify areas that required improvement.

3.4 Target Population and Sampling Procedure

This section discussed the target population from which data was drawn, as well as the sampling procedure and sample size.

3.4.1. Target Population

The target population is a specific, conceptually constrained group of potential contributors who the researcher can get in touch with. It indicates the characteristics of the population of concern. The study population for the intervention is the group of people that will be involved in the research and development of the findings (Blaikie. N, 2018).

The target population for this study was Heifer International staff working in the monitoring and evaluation unit on projects in the agriculture sector in Kenya. The project also targeted farmers who were the beneficiaries, as well as partners used to implement these projects. The total target population was 1600, distributed as shown in the table below.

Table 3.1 Target population

Categories	Target population
Project managers	12
Senior leadership	4
M &E personnel	28
Partners	62
Famers	1491
Total	**1600**

Source; (Author 2023)

3.4.2 Study Sample and Sampling Procedure

The sample size for the study consisted of two project managers who were purposively sampled, four senior leadership member who were also purposively sampled, twenty-eight monitoring and evaluation personnel who were purposively selected, and sixty two partners who were purposively selected. However, for farmers, the study used a random sampling method to randomly sample 1494 farmers using the formula below:

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

Whereby: n = no. of samples

N = total population

e = error margin / margin of error (0.05)

$$n = \frac{1600}{1 + (`1600 * 0.05^2)}$$

$$n = 310$$

Table 3.2 Sample Size and Sampling procedure

Categories	Target population	Sample size	Sampling procedure
Project managers	12	2	Purposive sampling
Senior leadership	4	1	Purposive sampling
M &E personnel	28	5	Purposive sampling
Partners	62	12	Purposive sampling
Famers	1494	289	Simple random sampling
Total	**1600**	**310**	

Source (Author 2023)

3.6 Data Collection Instrument

Data for this study were collected using In-Depth Interviews (IDIs) among partners and Heifer International staff. The study used a quantitative questionnaire with the farmers who were the beneficiaries of these projects. This method allowed for the collection of rich, detailed data from Heifer International staff, partners, and farmers implementing projects in the agriculture sector in Kenya. The data collection process was guided by the research questions and objectives of the study.

The IDIs and the questionnaire focused on exploring the experiences and perspectives of participants regarding Heifer International's evaluation practices and performance in the agriculture sector in Kenya. IDIs provided an opportunity for participants to express their views in-depth and provided rich data to understand the topic under investigation (Dannels, 2018). The IDIs were conducted using a semi-structured interview guide and were audio-recorded with the participant's consent. The interviews were held in private rooms or offices that were convenient for the participants.

3.6.1 Pilot and Testing of Research Instrument

Before the actual data collection, a pilot study was conducted to test the research instruments, namely the IDI guides and the questionnaire. The sample size for piloting was 39 for the farmers' questionnaire (10% of the target) and 8 for the IDIs (10% of the target). The pilot study aimed to identify any problems with the research instruments and provide an opportunity to make necessary adjustments to ensure the quality and reliability of the data. The pilot study involved a small sample of Heifer International staff who were not part of the main study sample.

The pilot study was conducted in one or two Heifer International project sites in the agriculture sector in Kenya. The participants were recruited using the same criteria as the main study sample. The IDIs were conducted using the same procedures as in the main study. The data collected during the pilot study were analyzed to identify any issues with the research instruments, such as unclear questions, inappropriate language, and missing information. The findings from the pilot study were used to refine the research instruments and improve the data collection procedures.

3.6.2 Instrument Reliability

Instrument reliability was the degree to which a research instrument consistently measured the same phenomenon over time and across different samples. In other words, it referred to the consistency of the results obtained from the same instrument (Taber, 2018). Reliability was an essential aspect of research as it ensured that the findings obtained from the study were accurate and dependable.

In this study, instrument reliability was assessed using the test-retest method. Test-retest reliability involved administering the same research instrument to the same participants twice at different times. The interval between the administrations of the instrument was long enough to prevent participants from recalling their responses but short enough to ensure that the phenomenon being measured had not changed (Taber, 2018). The aim of this method was to determine the

consistency of the responses given by the participants.

To determine the test-retest reliability of the research instruments, the IDI guides were administered twice to the same participants with an interval of one or two weeks between the administrations (Taber, 2018). The participants were recruited from the same population as the main study, and the same criteria were used to select them. The responses obtained from the first administration were compared with the responses obtained from the second administration. Statistical tests, such as the Pearson correlation coefficient or correlation coefficient, were used to determine the level of agreement between the two sets of data.

A high level of correlation between the two sets of data indicated high reliability of the research instruments. If the correlation coefficient was below the acceptable threshold, adjustments were made to the research instruments to improve their reliability. For instance, changes could be made to the wording of the questions or the order in which they were presented.

Table 3.3: Reliability Test Results Total number of items and the overall Cronbach

Research Variables	**Items**	**Cronbach's Alpha**
Strategic leadership Support	6	0.73
Staff Capacity	6	0.82
Structural Support Systems	6	0.76
Performance of Non-Governmental Organizations	8	0.95
Total	**26**	**0.81**

Source: Author (2023)

3.6.3 Instrument Validity

Instrument validity was the extent to which a research instrument measured what it was intended to measure. It was an essential aspect of research as it ensured that the findings obtained from the study were accurate and valid (Daud et al., 2018). In this study, the validity of IDI guides was assessed to ensure that they accurately measured monitoring and evaluation practices and

performance of non-governmental organizations in the agriculture sector.

Different types of validity were assessed in research instruments, including content validity, criterion validity, and construct validity. Content validity was the extent to which the research instrument adequately covered all the aspects of the phenomenon being measured. Criterion validity was the degree to which the research instrument correlated with a gold standard or an external measure. Construct validity was the degree to which the research instrument accurately measured the theoretical construct it was intended to measure.

In this study, content validity and criterion validity were assessed. Content validity was assessed by ensuring that the IDI guides covered all the essential aspects of the phenomenon being measured, namely monitoring and evaluation practices and performance of non-governmental organizations in the agriculture sector. The research instruments were developed based on a thorough review of the relevant literature and discussions with experts in the field. The research instruments were also pre-tested with a small sample of participants to identify any gaps or missing information. Adjustments were made to the research instruments based on the feedback obtained during the pre-testing stage.

Criterion validity was assessed by comparing the responses obtained from the IDI guides with an external measure of the same phenomenon. In this study, the external measure was the evaluation reports of Heifer International projects in the agriculture sector in Kenya. The responses obtained from the IDI guides were compared with the findings of the evaluation reports to determine the degree of correlation between the two sets of data. A high correlation between the two sets of data indicated a high level of criterion validity.

3.6.4 Data Collection Procedure

The data collection procedure was a critical aspect of the research study, involving the gathering of information from the research participants. In this study, data was collected through in-depth interviews (IDIs) with Heifer International staff. The data collection process was conducted in a systematic and organized manner to ensure the reliability, validity, and accuracy of the obtained data.

Data collection for this study was carried out by the researcher and a research assistant. The researcher conducted the IDIs, and both the researcher and the research assistant were trained in qualitative data collection techniques. They worked together to ensure that the data collection process was standardized and rigorous. The data collection process began with obtaining ethical clearance from the relevant authorities, including Heifer International, the University, and the Kenyan National Commission for Science, Technology, and Innovation. Participants were informed about the purpose of the study, and their consent was obtained before the data collection process began. Participants were made aware that their participation in the study was voluntary, and they could withdraw at any time without consequences.

The data collection process was conducted using semi-structured IDI guides developed based on a review of the literature and discussions with experts in the field. The IDI guide contained open-ended questions that allowed participants to express their opinions and experiences regarding monitoring and evaluation practices and performance of Heifer International projects in the agriculture sector in Kenya. IDI guides were pre-tested with a small sample of participants to identify any gaps or missing information. Adjustments were made to the research instruments based on the feedback obtained during the pre-testing stage.

IDIs were conducted in a quiet and comfortable environment conducive to discussion. The sessions were audio-recorded with the participants' permission. The research team included a

trained moderator and note-taker to ensure the accurate capture of all responses. The sessions were conducted in English or Swahili, depending on the participants' preference.

The data collected through IDIs was transcribed verbatim and analyzed using thematic analysis. Thematic analysis was a qualitative method that involved identifying patterns and themes in the obtained data. The data analysis process began with familiarization with the data, followed by coding, theme identification, and data interpretation. The data analysis process was conducted in a systematic and rigorous manner to ensure the accuracy and validity of the findings obtained.

3.7 Data Analysis Techniques

In the study, the data collected through IDIs was analyzed using thematic analysis, a qualitative data analysis method that involved identifying patterns and themes in the obtained data. The data analysis process was conducted using SPSS software, a web-based platform designed for qualitative and mixed-method research (Taber, 2018).

Nvivo version 12 Plus software was used to facilitate the data analysis process by providing efficient organization and management of the data. The software offered various tools and features for identifying and categorizing themes and patterns in the data. It also allowed for efficient coding of the data, which aided in the identification of patterns and themes. Additionally, the software facilitated the generation of reports and visualizations to aid in the interpretation and presentation of the findings.

The data analysis process began with the transcription of the IDIs, which was performed by a professional transcriptionist. The transcripts were then imported into Nvivo version 12 Plus software, and the coding process commenced. The coding process involved identifying codes and categories that reflected the themes and patterns in the data. Two researchers conducted the coding process to ensure the reliability and validity of the codes. For the farmers' questionnaire, SPSS software was used for data analysis.

The codes were subsequently organized into themes and sub-themes, which underwent review and refinement to ensure accuracy and coherence. The themes and sub-themes were further reviewed and discussed among the research team to ensure their alignment with the data. The identified themes were then supported by participant quotes to reinforce the obtained findings. To test the hypothesis, the study examined the evidence and evaluated it in the context of the hypothesis. Data that supported or contradicted the hypothesis was analyzed, and alternative explanations for the data were explored. Pearson correlation coefficient and simple linear regression analysis are examples of inferential data analysis. The study used a 95% confidence level and hence the p-value was at 0.05. Therefore, associations and relationships with p-value (0.05) and below were considered significant but relationship with p-value above 0.05 was considered insignificant. Tables were used to display the results. The study employed linear regression formula to get the correlation of the data. This was as follows, whereby.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Performance of Non-Governmental Organizations

β_0 = Constant

β_1- β_3 =Coefficients of determination

X_1 = Strategic leadership Support

X_2 = Staff Capacity

X_3 = Structural Support Systems

ε =Error term

3.8 Legal and Ethical Considerations

This study was conducted with a keen consideration of the legal and ethical aspects involved in research. Participants were informed about the purpose of the study, their rights, and the measures taken to safeguard their confidentiality before they were allowed to participate. Written consent was obtained from the participants before conducting IDIs. The confidentiality of the data obtained was given high priority. All personal details of the participants were removed, and the data was password protected to prevent unauthorized access. Furthermore, the research team took all necessary measures to ensure data protection, including secure storage and transmission of data, as well as proper data disposal after the completion of the study.

This study adhered to the ethical principles and guidelines of research. The principles of non-maleficence, beneficence, and respect for autonomy were followed. The research was conducted in a manner that safeguarded the well-being of the participants, and their autonomy was respected throughout the research process. The data obtained during the study was the property of the research team, and the participants were not entitled to any ownership or compensation for their participation. Additionally, any potential conflicts of interest that arose during the study, such as relationships with Heifer International or other organizations involved, were disclosed by the research team.

CHAPTER FOUR
DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The aim of the current study was to establish how Monitoring and Evaluation practices on performance of non-governmental organizational projects in Agriculture sector in Heifer International, Kenya. Data was collected using questionnaires and interview guide and was analyzed and presented in the current chapter. The findings are interpreted and discussed.

4.2 Response Rate

There were 310 questionnaires administered but only 290 were successfully filled and received back. 20 of them were not returned so giving a return rate of 94 % when computed and presented 6 % of not returned questionnaires as depicted in Table 4.1

Table 4.1 Questionnaire return rate.

Responses	**Frequency**	**Percent**
Filled questionnaires	290	94
Unfilled questionnaires	20	6
Total	**310**	**100**

Source: (Author 2023)

Data in Table 4.1 show that return rate was 94% above 68% which is the required minimum response rate for reliable survey results as posited by (Blaikie, N. 2018). A high return rate increases the confidence that data accurately reflects the opinions of the vast majority of the respondents. As described in chapter three about the validity and reliability of the instrument, as a result, validity and reliability are found to be viable.

4.3 Demographic Characteristics of the Respondents

The demographic characteristics of respondents included gender, highest qualification and number of years worked.

4.3.1 Gender of the Respondents

Study also recorded respondents according to their gender as presented in the table.

Table 4.2 respondent as per gender

Gender	Frequency	Percentage (%)
Male	174	60.0
Female	116	40.0
Total	**290**	**100**

Source: (Author 2023)

The findings of data in Table 4.2 indicates that 174 (60.0%) were male and 116 (40.0%) respondents were female. It meant that gender was almost paired since two thirds were met therefore eradicating the gender biasness and sampling errors leading to greater findings of the study.

4.3.2 Education of the Respondents

Study also captured the education level of respondent, and the findings are as shown in the table below

Table 4.3 Education Level

Education Level	Frequency	Percentage
Primary Certificate	19	6.6
Secondary Certificate	76	26.2
Vocational/Technical training	89	30.7
Undergraduate Degree	81	27.9
No formal education	25	8.6

Source: (Author 2023)

Table 4.3 shows that primary certificate was 19(6.6%), Secondary certificate 76 (26.2%), Vocational/Technical training 89(30.7%) and undergraduate degree 81(27.9%). While No formal education were 25(8.6%). All those who responded to the underneath questions had acquired a university degree and diploma certificates. This means that people who undertook the study were

literate. The capacity to comprehend questions and provide answers highlights the value of literacy and education in data collection. The response rate and data validity were acquired.

4.3.3 Age category respondents

Study categorized respondents by their age and the finding is as shown in the table below.

Table 4.4 Age of Respondents

Age	Frequency	Percentage
Below 30 years	48	16.6
31-40	117	40.3
41-50	88	30.3
Above 51 years	37	12.8
Total	**290**	**100**

Source: (Author 2023)

The respondents were of different ages. According to Table 4.4, those between below 31-40 years 117(40.3%) were the highest while 41- 50 years 88 (30.3%), followed by above 30 years 48(16.6%). Also, above 37 years had 37(12.8%). Experience denotes that performance of non-governmental organizational projects in Agriculture sector in Heifer International, Kenya depended wholly on monitoring and evaluation practices on project planning and capacity building of all the staff members.

4.3.4 Number of years worked

Study sought to find the number of years respondents have worked in their firm, the findings are as shown in the table below.

Table 4.5 Number of years worked

Education Level	Frequency	Percentage
Primary Certificate	19	6.6
Secondary Certificate	76	26.2
Vocational/Technical training	89	30.7
Undergraduate Degree	81	27.9
No formal education	25	8.6

Source: (Author 2023)

The respondents were asked to state the time they have lived in this current area. According to Table 4.5, those between 1-5 years were 28(9.7%) while 6-11 years 99 (34.1%), followed 12-17 years 106 (36.6%). At 18-23 years 45(15.5%) and finally above 24 years 12(4.1). Experience denotes that performance of non-governmental organizational projects in Agriculture sector in Heifer International, Kenya.

4.4 Descriptive Analysis

The study employed descriptive data analysis and the findings are as follows;

4.4.1 Descriptive Data on Strategic leadership and Performance of non-governmental organizations projects at Heifer International Kenya

Strategic leadership and Performance of non-governmental organizations projects at Heifer International Kenya is measured using the following indicators empowering employees, encouraging collaboration and encouraging teamwork which are aligned to program objective.

Table 4.6 Strategic leadership and Performance of non-governmental organizations projects at Heifer International Kenya

Statements	SD F %	D F %	N F %	A F %	SA F %	Mean	Std deviation
1. The employees are well empowered during the project implementation	28 (9.7%)	88 (30.3%)	37 (12.8%)	92 (31.7%)	45 (15.0%)	**3.13**	**1.27**
2. Empowerment of employees increases the productivity of the organization products	18 (6.2%)	77 (26.6%)	34 (11.7%)	96 (33.1%)	65 (22.4%)	**3.39**	**1.26**
3. Collaboration and teamwork is really encouraged in the Organization	19 (7.4%)	67 (33.3%)	35 (13.0%)	105 (31.9%)	64 (22.1%)	**3.44**	**1.24**
4. There is good team work amongst the employees hence good yields are produced	6 (2.1%)	42 (14.5%)	22 (7.6%)	123 (42.4%)	97 (33.4%)	**3.91**	**1.08**
5. There is no collaboration between employees therefore inadequate production of products	9 (3.1%)	51 (17.6%)	61 (21.0%)	111 (38.3%)	58 (20.0%)	**3.54**	**1.09**
6. Team leaders share information at the right time to all the stakeholders in Heifer International Organization	18 (6.2%)	91 (31.4%)	52 (17.9%)	83 (28.6%)	46 (15.9%)	**3.17**	**1.20**
Overall composite mean and std Deviation						**3.41**	**1.18**

Source: (Author 2023)

Statement (1) the employees are well empowered during the project implementation, mean of 3.41 and standard deviation of 1.18. This result indicates that out of 290 respondents, 28(9.7%) strongly disagreed, 88(30.3%) disagreed, 37(12.8%) neutral, 92(31.7%) agreed while 45(15.0%) strongly agreed. These result show that 3.13 was lower than the composite mean of 3.41. The implication of these results to the study is that proper training and mentorship is well organized during the process of implementation of the project hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.27 is higher than

the overall composite mean and standard deviation of 1.18 indicating that there was a divergence opinion among the respondents.

Statement (2) empowerment of employees increases the productivity of the organization products, mean of 3.41 and standard deviation of 1.18. This result indicates that out of 290 respondents, 18(6.2%) strongly disagreed, 77(26.6%) disagreed, 34(11.7%) neutral, 96(33.1%) agreed while 65(22.4%) strongly agreed. These result show that 3.39 was lower than the composite mean of 3.41. The implication of these results to the study is that more products are produced when there is proper team work hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.26 is higher than the overall composite mean and standard deviation of 1.18 indicating that there was a divergence opinion among the respondents.

Statement (3) collaboration and teamwork is really encouraged in the Organization, mean of 3.41 and standard deviation of 1.18. This result indicates that out of 290 respondents, 19(7.4%) strongly disagreed, 67(33.3%) disagreed, 35(13.0%) neutral, 105(31.9%) agreed while 64(22.1%) strongly agreed. These result show that 3.44 was higher than the composite mean of 3.41. The implication of these results to the study is that good collaboration brings better results hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.24 is higher than the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

Statement (4) there is good teamwork amongst the employees hence good yields are produced, mean of 3.41 and standard deviation of 1.18. This result indicates that out of 290 respondents, 6(2.1%) strongly disagreed, 42(14.5%) disagreed, 22(7.6%) neutral, 123(42.4%) agreed while 97(33.4%) strongly agreed. These result show that 3.91 was higher than the overall composite mean of 3.41. The implication of these results to the study is that the relationship

between employees is improved hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.08 is lower than the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

Statement (5) there is no collaboration between employee's therefore inadequate production of products, mean of 3.41 and standard deviation of 1.18. This result indicates that out of 290 respondents, 9(3.1%) strongly disagreed, 51(17.6%) disagreed, 61(21.0%) neutral, 11138.3%) agreed while 58(20.0%) strongly agreed. These result show that 3.54 was higher than the composite mean of 3.41. The implication of these results to the study is that the findings agree with the statement since majority were in agreement that no adequate cooperation amongst the employees hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.09 is lower than the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

Statement (6) team leaders share information at the right time to all the stakeholders in Heifer International Organization, mean of 3.41 and standard deviation of 1.18. This result indicates that out of 290 respondents, 18(6.2%) strongly disagreed, 91(31.4%) disagreed, 52(17.9%) neutral, 83(28.6%) agreed while 46(15.9%) strongly agreed. These result show that 3.17 was lower than the composite mean of 3.41. The implication of these results to the study is that information is shared at the right time hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.20 is higher than the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

The findings from the survey indicate that the indicators of strategic leadership, including empowering employees, encouraging collaboration, and fostering teamwork, are closely aligned

with the performance of non-governmental organization (NGO) projects at Heifer International in Kenya.

The results show that a significant percentage of respondents agreed or strongly agreed with statements related to these indicators. For example, regarding the empowerment of employees during project implementation, 31.7% of respondents agreed and 15.0% strongly agreed. This suggests that proper training and mentorship are well organized during the project implementation process, positively influencing the performance of NGO projects.

Similarly, when it comes to the relationship between employee empowerment and productivity, 33.1% of respondents agreed and 22.4% strongly agreed that empowering employees increases the productivity of organizational products. This finding reinforces the idea that effective empowerment of employees contributes to improved project performance.

Furthermore, the survey revealed that collaboration and teamwork are encouraged in the Organization, with 31.9% of respondents agreeing and 22.1% strongly agreeing. This emphasis on collaboration and teamwork has a positive impact on project outcomes, as good collaboration among employee's leads to better results and increased performance.

The findings also indicate that when team leaders share information with stakeholders at the right time, it positively influences project performance. Although the level of agreement was not as high as in other indicators, 28.6% of respondents agreed and 15.9% strongly agreed that team leaders share information appropriately. This suggests that timely communication plays a role in improving project performance.

Overall, these results support the notion that indicators of strategic leadership, such as empowering employees, encouraging collaboration, and fostering teamwork, align with and positively influence the performance of NGO projects at Heifer International in Kenya. The findings highlight the importance of effective strategic leadership in driving successful project

outcomes and emphasize the need for ongoing efforts to empower employees and promote collaboration and teamwork within the organization.

4.4.2 Descriptive Data on Staff Capacity building and Performance of non-governmental organizations projects at Heifer International Kenya

Staff Capacity building and Performance of non-governmental organizations projects at Heifer International Kenya was measured using the following indicators education and training, frequency of workshops and seminars and work experience for specific program activities.

Six-line items were responded to as indicated in Table 4.7 Staff Capacity building and Performance of non-governmental organizations projects at Heifer International Kenya.

Table 4.7 Staff Capacity building and Performance of non-governmental organizations projects at Heifer International Kenya

Statements	SD F %	D F %	N F %	A F %	SA F %	Mean	Std deviation
1. There are many seminars organized by the organization	17 (5.9%)	61 (21.0%)	50 (17.2%)	106 (36.6%)	56 (19.3%)	**3.42**	**1.18**
2. Several staff members are trained frequently on issues pertaining their work by Heifer international	24 (8.3%)	86 (29.7%)	46 (15.5%)	78 (26.9%)	56 (19.3%)	**3.19**	**1.28**
3. Many people acquire new skills and knowledge during the workshop trainings	15 (7.4%)	53 (33.3%)	36 (13.0%)	116 (31.9%)	70 (24.1%)	**3.60**	**1.18**
4. Trainings are held at different intervals so as to make sure every staff has received proper information about the project	16 (5.5%)	58 (20.0%)	40 (13.8%)	100 (34.5%)	76 (26.2%)	**3.56**	**1.22**
5. There are several educational programs organized by the funders to educate the community about the project.	11 (3.8%)	80 (27.6%)	37 (12.8%)	100 (34.5%)	62 (21.4%)	**3.42**	**1.20**
6. Trainers have good experience about the concept they are delivering to the famers in question	18 (6.2%)	81 (27.9%)	50 (17.2%)	95 (32.8%)	46 (15.9%)	**3.24**	**1.19**
Overall composite mean and std Deviation						**3.40**	**1.17**

Source: (Author 2023)

Statement (1) there are many seminars organized by the organization, mean of 3.40 and standard deviation of 1.17. This result indicates that out of 290 respondents, 17(5.9%) strongly disagreed, 61(21.0%) disagreed, 50(17.2%) neutral, 106(36.6%) agreed while 56(19.3%) strongly

agreed. These result show that 3.42 was lower than the composite mean of 3.41. The implication of these results to the study is that through seminars many have been able to acquire more knowledge hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.18 is at per with the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

Statement (2) several staff members are trained frequently on issues pertaining their work by Heifer international, mean of 3.40 and standard deviation of 1.17. This result indicates that out of 290 respondents, 24(8.3%) strongly disagreed, 86(29.7%) disagreed, 46(15.5%) neutral, 78(26.9%) agreed while 56(19.3%) strongly agreed. These result show that 3.42 was lower than the composite mean of 3.41. The implication of these results to the study is that through seminars many have been able to acquire more knowledge hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.28 is higher than the overall composite mean and standard deviation of 1.18 indicating that there was a divergence opinion among the respondents.

Statement (3) many people acquire new skills and knowledge during the workshop trainings, mean of 3.40 and standard deviation of 1.17. This result indicates that out of 290 respondents, 24(8.3%) strongly disagreed, 86(29.7%) disagreed, 46(15.5%) neutral, 78(26.9%) agreed while 56(19.3%) strongly agreed. These result show that 3.60 was higher than the composite mean of 3.41. The implication of these results to the study is that through seminars many have been able to improve their skills hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.18 is at per with the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

Statement (4) trainings are held at different intervals so as to make sure every staff has

received proper information about the project, mean of 3.40 and standard deviation of 1.17. This result indicates that out of 290 respondents, 16(5.5%) strongly disagreed, 53(33.3%) disagreed, 36(13.0%) neutral, 116(31.9%) agreed while 70(24.1%) strongly agreed. These result show that 3.56 was higher than the composite mean of 3.41. The implication of these results to the study is that trainings have been held in intervals hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.22 is lower than the overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

Statement (5) there are several educational programs organized by the funders to educate the community about the project mean of 3.40 and standard deviation of 1.17. This result indicates that out of 290 respondents, 11(3.8%) strongly disagreed, 80(27.6%) disagreed, 37(12.8%) neutral, 100(34.5%) agreed while 62(21.4%) strongly agreed. These result show that 3.42 was lower than the composite mean of 3.41. The implication of these results to the study is that the community benefited through educational program hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.20 is higher than the overall composite mean and standard deviation of 1.18 indicating that there was a divergence opinion among the respondents.

Statement (6) trainers have good experience about the concept they are delivering to the famers in question, mean of 3.40 and standard deviation of 1.17. This result indicates that out of 290 respondents, 18(6.2%) strongly disagreed, 81(27.9%) disagreed, 50(17.2%) neutral, 95(32.8%) agreed while 46(15.9%) strongly agreed. These result show that 3.24 was lower than the composite mean of 3.41. The implication of these results to the study is that famers are informed with concrete information hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.19 is lower than the

overall composite mean and standard deviation of 1.18 indicating that there was a convergence opinion among the respondents.

4.4.3 Descriptive data on support systems and Performance of non-governmental organizations projects at Heifer International Kenya

Structural support of non-governmental organizations projects at Heifer International Kenya was measured using six-line items were responded to as indicated in Table 4.8

Table 4.8 Structural support systems and Performance of non-governmental organizations projects at Heifer International Kenya

Statements	SD F %	D F %	N F %	A F %	SA F %	Mean	Std deviation
1. The governance systems of Heifer International are well formulated	18 (6.2%)	71 (24.5%)	42 (14.5%)	86 (29.7%)	73 (25.2%)	**3.43**	**1.27**
2. Human resources policies guide the employees on how to work within the organization structures	13 (4.5%)	69 (23.8%)	44 (15.2%)	101 (34.8%)	63 (21.7%)	**3.46**	**1.19**
3. There is accountability in the organization since most activities are done in a transparent manner.	11 (3.8%)	69 (23.8%)	66 (22.8%)	94 (32.4%)	50 (17.2%)	**3.36**	**1.13**
4. Finances are the key issue governing the projects implementation at all levels	27 (9.3%)	83 (28.6%)	49 (16.9%)	85 (29.3%)	46 (15.9%)	**3.14**	**1.25**
5. There is no good communication channels created by the top management hence high yields of services	24 (8.3%)	72 (24.8%)	35 (12.1%)	94 (32.4%)	65 (22.4%)	**3.36**	**1.29**
6. There are good channels of money leading in the Organization to the famers.	17 (5.9%)	78 (26.9%)	46 (15.9%)	91 (31.4%)	58 (20.0%)	**3.33**	**1.23**
Overall composite mean and std Deviation						**3.34**	**1.12**

Source; (Author 2023)

Statement (1): The findings indicate that Heifer International has a well-formulated governance system, with a mean score of 3.34 and a standard deviation of 1.12. Among the 290 respondents, 6.2% strongly disagreed, 24.5% disagreed, 14.5% were neutral, 29.7% agreed, and 25.2% strongly agreed. The composite mean of 3.43 suggests a positive perception of the

organization's governance system, which positively influences the performance of NGO projects. However, the higher line-item standard deviation of 1.27 indicates divergent opinions among the respondents.

Statement (2): The study reveals Heifer International human resources policies guide employees within the organization's structures, with a mean score of 3.34 and a standard deviation of 1.12. Among the 290 respondents, 4.5% strongly disagreed, 23.8% disagreed, 15.2% were neutral, 34.8% agreed, and 21.7% strongly agreed. The composite mean of 3.46 suggests a positive perception of the organization's structures, which positively influences the performance of NGO projects. However, the higher line-item standard deviation of 1.19 indicates divergent opinions among the respondents.

Statement (3): The findings indicate that Heifer International practices accountability and transparency, with a mean score of 3.34 and a standard deviation of 1.12. Among the 290 respondents, 3.8% strongly disagreed, 23.8% disagreed, 22.8% were neutral, 32.4% agreed, and 17.2% strongly agreed. The composite mean of 3.36 suggests a positive perception of transparency, which positively influences the performance of NGO projects. The lower line-item standard deviation of 1.13 indicates convergence of opinions among the respondents.

Statement (4): The study reveals that finances play a key role in governing project implementation at Heifer International, with a mean score of 3.34 and a standard deviation of 1.12. Among the 290 respondents, 9.3% strongly disagreed, 28.6% disagreed, 16.9% were neutral, 29.3% agreed, and 15.9% strongly agreed. The composite mean of 3.14 suggests a perceived importance of finances in project implementation, positively influencing NGO project performance. However, the higher line-item standard deviation of 1.25 indicates divergent opinions among the respondents.

Statement (5): The findings indicate a need for improved communication channels created

by the top management at Heifer International, with a mean score of 3.34 and a standard deviation of 1.12. Among the 290 respondents, 8.3% strongly disagreed, 24.8% disagreed, 12.1% were neutral, 32.4% agreed, and 22.4% strongly agreed. The composite mean of 3.43 suggests a perceived existence of communication channels, positively influencing NGO project performance. However, the higher line-item standard deviation of 1.27 indicates divergent opinions among the respondents.

Statement (6): The study indicates the presence of good channels for financial flow from the Organization to farmers, with a mean score of 3.34 and a standard deviation of 1.12. Among the 290 respondents, 5.9% strongly disagreed, 26.9% disagreed, 15.9% were neutral, 31.4% agreed, and 20.0% strongly agreed. The composite mean of 3.33 suggests a perceived existence of efficient financial channels, positively influencing the performance of NGO projects. The higher line-item standard deviation.

4.4.4 Descriptive Data on Performance of non-governmental organizations projects at Heifer International Kenya

Eight-line items were responded to as indicated in Table 4.9 on Performance of non-governmental organizations projects at Heifer International Kenya

Table 4.9 Performance of non-governmental organizations projects at Heifer International Kenya

Statements	SD F %	D F %	N F %	A F %	SA F %	Mean	Std deviation
1. There is strong enhancement of programs in the organization due to teamwork	18 (6.2%)	80 (27.6%)	35 (12.1%)	98 (33.8%)	59 (20.3%)	**3.34**	**1.25**
2. There is improved organizational learning through tannings and workshops offered	26 (9.0%)	66 (22.8%)	31 (10.7%)	110 (37.9%)	57 (19.7%)	**3.37**	**1.27**
3. The organization has a strong relationship with the donors enhance timely funding is made to the project	19 (6.6%)	70 (24.1%)	37 (12.8%)	94 (32.4%)	70 (24.1%)	**3.43**	**1.26**
4. There are improved agricultural productivity due to proper guidance of the agricultural officers	31 (10.7%)	71 (24.5%)	44 (15.2%)	90 (31.0%)	54 (18.6%)	**3.22**	**1.29**
5. The extensions officer are few hence making it hard for the farmers to get proper services	27 (9.3%)	99 (33.8%)	34 (11.7%)	70 (24.1%)	61 (21.0%)	**3.14**	**1.24**
6. New practices and introduced through technology thus making famers get good yields in their farms	21 (7.2%)	81 (27.9%)	48 (16.6%)	87 (30.0%)	53 (18.3%)	**3.24**	**1.24**
7. Famers are provided with funds whenever they need them so as to increase their activities in the farms East	20 (6.9%)	93 (32.1%)	41 (14.1%)	83 (28.6%)	53 (18.3%)	**3.19**	**1.25**
8. There are timely deliveries through the officers in charge of the projects being implemented	23 (7.9%)	83 (28.6%)	45 (15.5%)	87 (30.0%)	52 (17.9%)	**3.21**	**1.25**
Overall composite mean and std Deviation						**3.26**	**1.19**

Source; (Author 2023)

Statement (1) there is strong enhancement of programs in the organization due to teamwork, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290

respondents, 18(6.2%) strongly disagreed, 80(27.6%) disagreed, 35(12.1%) neutral, 98(33.8%) agreed while 59(20.3%) strongly agreed. These result show that 3.34 was higher than the composite mean of 3.26. The implication of these results to the study is that team work has increased the productivity of programs in the organization hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.25 is lower than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

Statement (2) there is improved organizational learning through tannings and workshops offered, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 26(9.0%) strongly disagreed, 66(22.8%) disagreed, 31(10.7%) neutral, 110(37.9%) agreed while 57(19.7%) strongly agreed. These result show that 3.37 was higher than the composite mean of 3.26. The implication of these results to the study is that new skills and additional of knowledge is acquired through trainings hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.27 is higher than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

Statement (3) the organization has a strong relationship with the donors enhance timely funding is made to the project, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 19(6.6%) strongly disagreed, 70(24.1%) disagreed, 37(12.8%) neutral, 94(32.4%) agreed while 70(24.1%) strongly agreed. These result show that 3.43 was higher than the composite mean of 3.26. The implication of these results to the study is that funds are given out at the right time hence building a good relationship with the donors thus positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.26 were at per with the overall composite mean and standard deviation of 1.26 indicating that there

was a convergence opinion among the respondents.

Statement (4) there are improved agricultural productivity due to proper guidance of the agricultural officers, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 31(10.7%) strongly disagreed, 71(24.5%) disagreed, 44(15.2%) neutral, 90(31.0%) agreed while 54(18.6%) strongly agreed. These result show that 3.22 was lower than the composite mean of 3.26. The implication of these results to the study is that more yields are produced due to proper guidance given to famer's hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.24 is lower than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

Statement (5) the extensions officer are few hence making it hard for the farmers to get proper services, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 18(6.2%) strongly disagreed, 80(27.6%) disagreed, 35(12.1%) neutral, 98(33.8%) agreed while 59(20.3%) strongly agreed. These result show that 3.34 was lower than the composite mean of 3.26. The implication of these results to the study is that the field officers are few and not able to guide the famers well however the statement had a weak positive influence on performance of non-governmental organizations projects. The line-item standard deviation of 1.24 is lower than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

Statement (6) new practices are introduced through technology thus making famers get good yields in their farms, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 21(7.2%) strongly disagreed, 81(27.9%) disagreed, 48(16.6%) neutral, 87(30.0%) agreed while 53(18.3%) strongly agreed. These result show that 3.24 was lower than the composite mean of 3.26. The implication of these results to the study is that new methods

through technology has really enhanced famer's activities in the farms hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.24 is lower than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

Statement (7) famers are provided with funds whenever they need them so as to increase their activities in the farms east, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 18(6.2%) strongly disagreed, 80(27.6%) disagreed, 35(12.1%) neutral, 98(33.8%) agreed while 59(20.3%) strongly agreed. These result show that 3.19 was lower than the composite mean of 3.26. The implication of these results to the study is that money led to famers has really enhanced their productivity hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.25 is lower than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

Statement (8) there are timely deliveries through the officers in charge of the projects being implemented, mean of 3.26 and standard deviation of 1.19. This result indicates that out of 290 respondents, 18(6.2%) strongly disagreed, 80(28.6%) disagreed, 45(15.5%) neutral, 87(30.0%) agreed while 52(17.9%) strongly agreed. These result show that 3.21 was lower than the composite mean of 3.26. The implication of these results to the study is that teamwork has increased the productivity of programs in the organization hence positively influencing performance of non-governmental organizations projects. The line-item standard deviation of 1.25 is lower than the overall composite mean and standard deviation of 1.26 indicating that there was a convergence opinion among the respondents.

4.5 Correlation Analysis

Correlation analysis is a statistical technique used to measure the relationship or association between two or more variables. It aims to determine the extent to which changes in one variable are associated with changes in another variable. The study used correlation analysis to determine the relationship between dependent and independent variables as well as association among the independent variables. The findings are as shown in the table below.

Table 4.10 Correlation Analysis

	Performance of NGOs	Strategic Leadership	Capacity Building	Structural Support
Performance of NGOs	1			
Strategic Leadership	0.036** 0.50	1		
Capacity Building	0.144** 0.014	-0.031** 0.602	1	
Structural Support	0.282** 0.000	0.546** 0.000	-0.008** 0.909	1

Source (Author 2023)

The coefficient of correlation between Strategic leadership and Performance of non-governmental organizations projects was 0.036 given that p is 0.050 <0.05. It implies that Strategic leadership has a weak positive relationship with Performance of non-governmental organizations projects. This led to the rejection of the null hypothesis, which stated that there is no significant relationship between Strategic leadership and Performance of non-governmental organizations projects.

Also, the coefficient of correlation between Staff Capacity building and Performance of non-governmental organizations projects was 0.144 given that p is 0.014 <0.05. It implies that Staff Capacity building has a weak positive relationship with Performance of non-governmental organizations projects. This led to the rejection of the null hypothesis, which stated that there is no significant relationship between Staff Capacity building and Performance of non-governmental

organizations projects.

Further, the coefficient of correlation between Structural support systems and Performance of non-governmental organizations projects was 0.282 given that p is 0.000 <0.05. It implies that Structural support systems has a weak positive relationship with Performance of non-governmental organizations projects. This led to the rejection of the null hypothesis, which stated that there is no significant relationship between Structural support systems and Performance of non-governmental organizations projects.

4.6 Hypothesis Testing using Regression Analysis

The objective of the study was to examine the impact of Monitoring and Evaluation (M&E) practices such as strategic leadership, capacity building and structural support on the performance of Heifer International agricultural projects. In order to evaluate these hypotheses, the study conducted regression analyses using the practices as independent variable.

4.6.1 Hypothesis Testing for Strategic Leadership

To examine the hypothesis, the study performed a regression analysis, specifically regressing strategic leadership against the performance of agricultural projects at Heifer International. The significance of the hypothesis was determined using P values (Sig.), which allowed for accepting or rejecting the hypothesis. The interpretation of the beta value relied on standardized coefficients. The study aimed to test the alternative hypothesis, which posits that strategic leadership has a significant influence on the performance of agricultural projects. The computed p-value was compared to a significance level of 0.05 to assess its statistical significance.

Table 4.11 Regression analysis for Strategic Leadership

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 562[a]	0.315	0.313	0.44362

a. Predicator: (Constant), Strategic leadership

ANOVA

Model		**Sum of Squares**	**Df**	**Mean Squares**	**F**	**Sig.**
1	Regression	0.073	1	0.073	0.370	0.050[b]
	Residual	56.677	288	0.197		
	Total	57.750	289			

a. Strategic leadership influences Performance of non-governmental organizations projects

b. Predictors: (Constant), Strategic leadership

Source; (Author 2023)

Strategic leadership predicted 31.5% variation in the Performance of non-governmental organizations projects for $R^2 = 0.313$. Other factors explained the remaining balance of 68.5%. The ANOVA data designates that for F=0.370, Strategic leadership was significant in estimating Performance of non-governmental organizations projects since p=0.050<0.05. This means that the null hypothesis which stated that strategic leadership does not influence performance of agricultural project at Heifer International was rejected. Thus, the model was fit in predicting dependent variable.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	3.157	0.186		16.952	0.00
	Strategic leadership	0.033	0.064	0.036	0.609	0.050

Source; (Author 2023)

The coefficient data designates that holding other factors constant, Performance of non-governmental organizations projects would stand at 3.532. A unit rise in the Strategic leadership

would lead to 0.315 change in the Performance of non-governmental organizations projects, given that other factors were held constant.

4.6.2 Hypothesis Testing for Capacity Building

To examine the hypothesis, the study performed a regression analysis, specifically regressing Capacity building against the performance of agricultural projects at Heifer International. The significance of the hypothesis was determined using P values (Sig.), which allowed for accepting or rejecting the hypothesis. The interpretation of the beta value relied on standardized coefficients. The study aimed to test the alternative hypothesis, which posits that strategic leadership has a significant influence on the performance of agricultural projects. The computed p-value was compared to a significance level of 0.05 to assess its statistical significance.

Table 4.12 Regression analysis for Capacity Building

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 644[a]	0.414	0.411	0.43931

a. Predicator: (Constant), Staff Capacity building

ANOVA

Model		Sum of Squares	Df	Mean Squares	F	Sig.
1	Regression	1.169	1	1.169	6.056	0.014 [b]
	Residual	55.568	288	0.193		
	Total	56.750	289			

a. Staff Capacity building influences Performance of non-governmental organizations projects

b. Predictors: (Constant), Staff Capacity building

Source; (Author 2023)

The model summary designates that Staff Capacity building predicted 41.1% variation in the Performance of non-governmental organizations projects for R^2 = 0.411. Other factors explained the remaining balance of 58.9%. The ANOVA data designates that for F=6.056, Staff

Capacity building was significant in estimating Performance of non-governmental organizations projects since p=0.014<0.05.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	2.805	0.190		14.728	0.000
	Staff Capacity building	0.136	0.055	0.144	2.461	0.014

Source; (Author 2023)

The coefficient data designates that holding other factors constant, Performance of non-governmental organizations projects would stand at 2.805. A unit rise in the Staff Capacity building would lead to 0.066 change in the Performance of non-governmental organizations projects, given that other factors were held constant.

4.6.3 Hypothesis Testing for Structural Support

To examine the hypothesis, the study performed a regression analysis, specifically regressing structural support against the performance of agricultural projects at Heifer International. The significance of the hypothesis was determined using P values (Sig.), which allowed for accepting or rejecting the hypothesis. The interpretation of the beta value relied on standardized coefficients. The study aimed to test the alternative hypothesis, which posits that strategic leadership has a significant influence on the performance of agricultural projects. The computed p-value was compared to a significance level of 0.05 to assess its statistical significance.

Table 4.13 Regression Analysis for Structural Support

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 282[a]	0.079	0.076	0.42594

a. Predicator: (Constant), Structural support systems

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Squares**	**F**	**Sig.**
1	Regression	4.499	1	4.499	24.798	0.000[b]
	Residual	52.251	288	0.181		
	Total	56.750	289			

a. Structural support systems influences Performance of non-governmental organizations projects

b. Predictors: (Constant), Structural support systems

Source; (Author 2023)

The model summary designates that Structural support systems predicted 0.79 variation in the Performance of non-governmental organizations projects for $R^2 = 0.411$. The ANOVA data designates that for F=24.798, Structural support systems was significant in estimating Performance of non-governmental organizations projects since p=0.000<0.05. This means that the null hypothesis which stated that structural support system does not influence performance of agricultural project at Heifer International was rejected.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	2.230	0.210		10.613	0.000
	Structural support systems	0.311	0.062	0.282	4.980	0.000

Source; (Author 2023)

The coefficient data designates that holding other factors constant, Performance of non-governmental organizations projects would stand at 2.230. A unit rise in the Structural support

systems would lead to 0.311 change in the Performance of non-governmental organizations projects, given that other factors were held constant.

4.7 Qualitative Analysis

Qualitative data analysis is a systematic process of interpreting and making sense of non-numerical or qualitative data. It involves analyzing textual, visual, or audio data to identify patterns, themes, and relationships that provide a deeper understanding of the research topic or phenomenon under investigation.

4.7.1 Qualitative Data on Strategic4 leadership influences Performance of non-governmental organizations projects.

When the statements made in the interview guide responses were analyzed, it was discovered that Strategic leadership influences the Performance of non-governmental organizations projects. This helped in giving the famers the right skills and knowledge about farming. The qualitative responses are summarized.

> *"The famers are helped to improve on the income earning strategies thus improving their livelihoods through equipping them with the appropriate skills and knowledge to drive the operations in the farming"*.

4.7.2 Qualitative Data on Staff Capacity building influences Performance of non-governmental organizations projects.

When the claims made in the interview guide responses were examined, it was found that staff capacity building has an impact on the projects of non-governmental organizations. This assisted in supplying the farmers with the necessary dairy farming knowledge and skills. The descriptive responses are compiled. There were responses from the interview guide;

> *"Trainings are conducted frequently but less interest is shown by the famers who are the main subject of concern"*.

4.7.3 Qualitative data on structural support systems influence performance of non-governmental organizations projects.

When the statements made in the interview guide responses were analyzed, it was discovered that Structural support systems influences the Performance of non-governmental organizations projects. This helped in giving the famers the right skills and knowledge about dairy farming. The qualitative responses are summarized.

> "T*he famers are helped to improve on the income earning strategies thus improving their livelihoods through equipping them with the appropriate skills and knowledge to drive the operations in the farming.*

4.8 Discussion of the findings

Monitoring and evaluation practices are essential for assessing the performance of non-governmental organization (NGO) projects in the agriculture sector. This case study focuses on Heifer International and presents findings based on descriptive and correlational data. One significant finding is the pivotal role played by strategic leadership in the performance of projects undertaken by NGOs at Heifer International Kenya. These findings are consistent with previous empirical studies conducted by Vincent et al. (2018), Mapitsa and Khumalo (2018), and Holvoet and Pandey (2018), all of which demonstrate the positive impact of strategic leadership on NGO performance.

The findings regarding strategic leadership align harmoniously with the principles of the Stakeholder theory, which advocate for organizations to consider the interests and expectations of various stakeholders who hold a vested interest in the organization and its endeavors (Odhiambo, Wakibia & Sakwa, 2020). According to this theory, stakeholders are integral to an organization, and their involvement is driven by their personal benefits, without any single benefit taking precedence over others. The positive influence of strategic leadership on project performance

underscores the importance of strong leadership in guiding and directing NGO projects in the agriculture sector, ensuring alignment with stakeholder needs and expectations.

Another significant finding in the study is the contribution of capacity building to the performance of NGO projects at Heifer International Kenya. The results indicate that capacity building plays a crucial role in achieving sustainable development goals. The theory of capacity building development emphasizes the importance of developing the skills, knowledge, and capabilities of individuals and organizations to ensure long-term project success. This finding supports the notion that investing in capacity building efforts is essential for enhancing the performance of NGO projects in the agriculture sector.

Furthermore, the study reveals the substantial influence of structural support systems on the success of NGO projects at Heifer International Kenya. These findings are consistent with prior empirical studies conducted by Amina (2020), Chidembo (2019), and Galgallo (2019), all of which highlight the positive impact of structural support systems on NGO performance. The findings underline the importance of having robust structural support systems in place to facilitate effective project implementation and delivery. The alignment of these findings with the principles of Stakeholder theory reinforces the idea that organizations should consider the concerns and expectations of diverse stakeholders, ensuring that structural support systems meet their needs and enable successful project outcomes.

CHAPTER FIVE SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In the current chapter, the findings from the data analysis are presented in summary form. Other components in this chapter includes the conclusions from the findings, recommendations and possible areas for future studies.

5.2 Summary of Findings

The findings are hereby summarized based on the research objectives.

5.2.1 Strategic leadership influence in monitoring and evaluation practices and Performance of non-governmental organizations projects at Heifer International Kenya

The descriptive analysis showed that the respondents generally agreed (composite mean of 3.41 and standard deviation of 1.18) that strategic leadership increases the performance of non-governmental organization (NGO) projects. The correlation coefficient of 0.035 indicated a weak positive relationship between strategic leadership and NGO project performance ($p=0.050 <0.05$). Therefore, the null hypothesis was rejected, providing strong evidence that strategic leadership significantly influences NGO project performance. These findings align with previous empirical studies indicating a significant relationship between strategic leadership and NGO project performance.

5.2.2 Staff Capacity building influences of monitoring and evaluation practices and Performance of non-governmental organizations projects at Heifer International Kenya.

The descriptive analysis showed that the respondents generally agreed (composite mean of 3.40 and standard deviation of 1.17) that staff capacity building influences the performance of non-governmental organization (NGO) projects. The correlation coefficient of 0.144 indicated a weak positive relationship between staff capacity building and NGO project performance ($p=0.014 <0.05$). Therefore, the null hypothesis was rejected, providing strong evidence that staff capacity

building significantly influences NGO project performance. These findings align with previous empirical studies indicating a significant relationship between staff capacity building and NGO project performance.

5.2.3 Structural support systems influence of monitoring and evaluation and Performance of non-governmental organizations projects at Heifer International Kenya

The analysis revealed that respondents generally agreed (composite mean of 3.55 and standard deviation of 1.19) that structural support systems influence the performance of non-governmental organization (NGO) projects. The correlation coefficient of 0.282 indicated a weak positive relationship between data usage in monitoring and evaluation and the sustainability of agribusiness projects in the Mt. Kenya region ($p=0.000 <0.05$). Consequently, the null hypothesis was rejected, providing strong evidence that structural support systems have a significant relationship with NGO project performance. These findings align with previous empirical studies that also highlight the significant relationship between structural support systems and NGO project performance

5.3 Conclusions from the Findings

The first objective is to examine how strategic leadership influence Performance of non-governmental organizations projects at Heifer International Kenya. The findings generated from both descriptive and inferential analysis leads to the conclusion that strategic leadership has significant relationship with Performance of non-governmental organizations projects at Heifer International Kenya.

Second objective in the study is to determine how Staff Capacity building influence Performance of non-governmental organizations projects at Heifer International Kenya. The findings generated from both descriptive and inferential analysis leads to the conclusion that Staff Capacity building has significant influence on Performance of non-governmental organizations

projects at Heifer International Kenya.

The third objective in the study is to establish the influence of structural support systems on Performance of non-governmental organizations projects at Heifer International Kenya. The findings generated from both descriptive and inferential analysis leads to the conclusion that structural support systems have significant influence on Performance of non-governmental organizations projects at Heifer International Kenya.

5.4 Recommendations from the Findings

The following recommendations are based on the findings and conclusions of the study.

5.4.1 Recommendation

Capacity Building: Based on the findings that farmers are informed with concrete information, it is recommended to prioritize capacity building initiatives for farmers. Offering tailored training programs and workshops will enhance their skills and knowledge in various areas of agriculture, leading to improved project performance.

Strategic Leadership: The findings from the survey indicate that indicators of strategic leadership, such as empowering employees, encouraging collaboration, and fostering teamwork, are closely aligned with the performance of non-governmental organizations. Therefore, it is crucial for the management team to demonstrate strategic leadership by setting clear goals, establishing effective communication channels, and fostering a supportive environment. This proactive leadership approach will optimize project performance and ensure alignment with stakeholder needs.

Structural Support Systems: The survey findings highlight that teamwork has increased the productivity of programs in the organization, positively influencing the performance of non-governmental organization projects. To further enhance project performance, it is recommended to establish robust structural support systems. This includes implementing efficient project

management processes and resource allocation strategies. By doing so, the organization can ensure effective coordination, monitoring, and evaluation, leading to improved project outcomes.

5.4.2 Recommendation for Policy

Farmer Protection: Governments must prioritize the development of policies aimed at protecting farmers' interests. This can include measures such as providing insurance schemes, crop insurance, or income protection programs to mitigate the risks faced by farmers due to unpredictable weather conditions, pests, and diseases. Additionally, governments can support farmers by providing access to credit, agricultural inputs, and technical assistance to enhance their productivity and resilience.

5. 5 Suggestions for Further Study

The current study recommends more studies to be carried out on the areas, which were not included in the current study like participatory monitoring and evaluation approaches, monitoring and evaluation systems, which are in line with the steps of monitoring and evaluation practices. To better understand how the variables interact holistically, future methodologies must take this into account. Future methodologies must also triangulate various approaches to staff capacity building, strategic leadership and structural support systems on performance of non-governmental organizations projects.

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APPENDICES

Appendix I: Farmers Questionnaire

Introduction

The purpose of this survey is to determine the impact that monitoring and evaluation procedures have on the success of non-governmental organization projects in the agricultural sector. Only research purposes will be served by using your responses, which will be kept private. It would be appreciated if you could indicate your response by checking the relevant box or by entering it in the available blank spaces. All information gathered from respondents for this study will be handled with the strictest confidentiality possible because it is an academic exercise.

SECTION A: Demographic information

1. Kindly indicate your gender?
   i Male ( )
   ii Female ( )
2. Kindly indicate your age bracket
   i Below 30 years ( )
   ii 31-40 Years ( )
   iii 41-50 Years ( )
   iv Above 51 Years ( )
3. Kindly indicate your level of education qualification
   i Primary Certificate ( )
   ii Secondary school Certificate ( )
   iii Diploma ( )
   iv University Degree ( )
   v Masters ( )
4. Kindly indicate your current occupation
   i Farmer ( )
   ii Agribusiness owner ( )
   iii Agribusiness consultant ( )

iv Government official ( )

v NGO official ( )

Performance of non-governmental organizations projects at Heifer International Kenya

Using the scale provided, kindly indicate extent to which you disagree or agree with the following statement as relating to Sustainability of Agribusiness Projects in Mt. Kenya region. This was guided by the following indicators under this variable; production sustainability, food security, better farming practice, skilled staff, efficient communication channels and improved products. They are stated in a likert scale where; 1- Strongly disagree (SD), 2- Disagree (D), 3-Neutral (N), 4-Agree (A), 5-Strongly Agree (SA).

Section B: Performance of non-governmental organizations projects at Heifer International Kenya

Statements (Performance of non-governmental organizations projects)	**SD(1)**	**D(2)**	**N(3)**	**A(4)**	**SA(5)**
1. There is strong enhancement of programs in the organization due to teamwork					
2. There is improved organizational learning through tannings and workshops offered					
3. The organization has a strong relationship with the donors enhance timely funding is made to the project					
4. There are improved agricultural productivity due to proper guidance of the agricultural officers					
5. The extensions officer are few hence making it hard for the farmers to get proper services					
5. New practices and introduced through technology thus making famers get good yields in their farms					
7. Famers are provided with funds whenever they need them so as to increase their activities in the farms East					
8. There are timely deliveries through the officers in charge of the projects being implemented					

Did Heifer International provide any training or workshops to enhance your agricultural knowledge and skills? If yes kindly explain……

If no kindly explain…….

Section C: Strategic leadership and Performance of non-governmental organizations projects at Heifer International Kenya

Statements (**Strategic leadership**)	**SD(1)**	**D(2)**	**N(3)**	**A(4)**	**SA(5)**
1. The employees are well empowered during the project implementation					
2. Empowerment of employees increases the productivity of the organization products					
3. Collaboration and team work is really encouraged in the Organization					
4. There is good team work amongst the employees hence good yields are produced					
5. There is no collaboration between employees therefore inadequate production of products.					
5. Team leaders share information at the right time to all the stakeholders in Heifer International Organization					

How frequently did Heifer International organize workshops or seminars related to agriculture for project beneficiaries? Kindly explain briefly…….

Section D: Staff Capacity building and **Performance of non-governmental organizations projects at Heifer International Kenya**

Statements (Staff Capacity building)	**SD(1)**	**D(2)**	**N(3)**	**A(4)**	**SA(5)**
1. There are many seminars organized by the organization					
2. Several staff members are trained frequently on issues pertaining their work by Heifer international					
3. Many people acquire new skills and knowledge during the workshop trainings					
4. Trainings are held at different intervals so as to make sure every staff has received proper information about the project					
5. There are several educational programme organized by the funders to educate the community about the project.					
5. Trainers have good experience about the concept they are delivering to the famers in question					

Do you believe that your work experience in agriculture has positively influenced the outcomes of the Heifer International project? Kindly explain……

Section E: Structural support systems and **Performance of non-governmental organizations projects at Heifer International Kenya**

Statements (Structural support systems)	**SD(1)**	**D(2)**	**N(3)**	**A(4)**	**SA(5)**
1. The governance systems of Heifer International are well formulated					
2. Human resources policies guide the employees on how to work within the organization structures					
3. There is accountability in the organization since most activities are done in a transparent manner.					

4. Finances are the key issue governing the projects implementation at all levels					
5. There is no good communication channels created by the top management hence high yields of services					
5. There are good channels of money leading in the Organization to the famers.					

Are there any areas where you believe further capacity development support would have a greater impact on your project's performance? If yes, please specify.

Appendix II: Partners IDI guide

Capacity Development, Strategic Leadership Support, and Project Performance

Introduction: Thank you for participating in this in-depth interview (IDI). The purpose of this interview is to gain insights into the role of capacity development and strategic leadership support in Heifer International projects, and how they relate to project performance indicators such as budget adherence and timely delivery. Your valuable experiences and perspectives as a project partner are essential in understanding the factors that contribute to project success.

Confidentiality: Please note that all information shared during this interview will be kept confidential. Your responses will be used for research purposes only, and your identity will remain anonymous in any reports or publications.

Interview Process: This IDI will consist of open-ended questions related to capacity development, strategic leadership support, and project performance indicators. The interview will take approximately [estimated time] minutes. Feel free to take your time in providing detailed and thoughtful responses.

Interview Questions:

Capacity Development:

1) How has Heifer International supported your capacity development through education and training initiatives? Can you provide specific examples?

2) How valuable do you perceive the education and training opportunities provided by Heifer International to be in enhancing your skills and knowledge?

Strategic Leadership Support:

3) From your perspective, how has Heifer International demonstrated strategic leadership support in the project? Can you share instances where leadership has influenced project outcomes?

4) In what ways has strategic leadership support encouraged collaboration and cooperation among project partners?

Project Performance Indicators:

5) How does the capacity development provided by Heifer International contribute to budget adherence in the project? Can you provide examples of how it has impacted financial management?

5) In your experience, how does capacity development and strategic leadership support influence timely delivery of project activities? Are there any specific instances you can share?

Overall Impact:

7) Based on your experience, how do capacity development and strategic leadership support contribute to the overall success of Heifer International projects?

8) Can you provide examples where the combination of capacity development, strategic leadership support, budget adherence, and timely delivery has resulted in positive project outcomes?

Thank you once again for your time and valuable contribution.

Appendix III: Staff interview guide

Introduction: Thank you for participating in this in-depth interview (IDI). The purpose of this interview is to explore and gain insights into the impact of strategic leadership support, capacity

development, and structural support systems on the performance of non-governmental organizations (NGOs), specifically Heifer International. Your valuable experiences and perspectives will greatly contribute to our understanding of the factors that influence NGO performance.

Confidentiality: Please note that all information shared during this interview will be kept confidential. Your responses will be used for research purposes only, and your identity will remain anonymous in any reports or publications.

Interview Process: This IDI will consist of open-ended questions related to strategic leadership support, capacity development, and structural support systems. The interview will take approximately [estimated time] minutes. Feel free to take your time in providing detailed and thoughtful responses.

Interview Questions:

Strategic Leadership Support:

1) How would you describe the leadership style within Heifer International? How does it support and empower employees?

2) Can you provide examples of how leadership at Heifer International encourages collaboration among staff members and across departments?

3) In your experience, how does the leadership at Heifer International foster teamwork and collaboration among staff members?

Capacity Development:

4) How does Heifer International provide education and training opportunities to staff members? Can you describe any specific programs or initiatives?

5) From your perspective, how effective are these education and training opportunities in enhancing the skills and knowledge of staff members?

Structural Support Systems:

5) How would you describe the governance systems within Heifer International? How do these systems contribute to the overall functioning of the organization?

7) In your opinion, how do the human resource policies of Heifer International support employee satisfaction and performance?

8) Can you elaborate on the financial management policies of Heifer International and how they ensure transparency and accountability?

Performance

9) Based on your experience, how does the strategic leadership support, capacity development, and structural support systems within Heifer International contribute to enhanced program performance?

10) How have these factors played a role in improving organizational learning within Heifer International? Can you provide examples?

11) In your experience, have these factors influenced the organization's ability to attract new donors? If yes, how……

Appendix VI: Letter of Acceptance to Study Heifer International Kenya

HEIFER INTERNATIONAL KENYA

NDAMA PLACE, Kabarnet Rd
Behind Uchumi Hyper Supermarket
P.O. Box 76478 – 00508
Nairobi
Kenya

December 20, 2022

Board of Postgraduate Studies,
Africa Nazarene University.

Dear Sir/Madam

APPROVAL TO CONDUCT A CASE STUDY ON HEIFER INTERNATIONAL - KENYA

Greetings from Heifer International - Kenya.

Heifer International is a Non-Governmental Organization (NGO) whose mission is to work with communities to end hunger and poverty and care for the earth. We work with farmers and their communities to identify opportunities that deliver living incomes, creating solutions to local challenges that are designed to build inclusive, resilient economies. With Increased productivity of livestock and crops, farmers provide for their families and improve the health of their communities. Heifer International Kenya has been in operation in Kenya since 1981.

On behalf of Heifer International Kenya, I write to confirm that we have granted Mr. Patrick Atandi permission to carry out a case study on Heifer International Kenya's project implementation, monitoring, evaluation and learning activities. He serves as the organization's Planning Monitoring and Evaluation (PME) Manager and the case study would be beneficial in significantly learning the utility of our evaluation results.

Kindly accord him the necessary support in his research dissertation towards completion of his Master of Arts Degree in Monitoring and Evaluation. Thanking you in advance.

Yours Sincerely,

DocuSigned by:
Esta Kamau
4E884B6CABC4491...

Date: December 20, 2022

Esta Kamau
COUNTRY DIRECTOR

Head Office: Heifer International, 1 World Avenue, Little Rock, Arkansas 72202 U.S.A.