MONITORING AND EVALUATION PRACTICES AND FUNDING RETENTION FOR CIVIL SOCIETY ORGANISATIONS IN KENYA: A CASE OF SELECTED CIVIL SOCIETY ORGANISATIONS IN KIAMBU COUNTY.

WINNIE PURITY WAWIRA

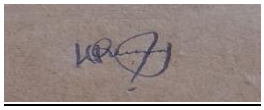
A Research Project Submitted in Partial Fulfilment of the Requirements for the Award of master's degree in Monitoring and Evaluation in the Business School of Africa Nazarene University

JUNE 2023

DECLARATION

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

Name: Winnie Purity Wawira Adm. No. 19m03dmme032



29/06/2023

Student signature

This research was conducted under our supervision and is submitted with our approval as university supervisors.

Supervisor name: Dr. Samson Machuka



29/06/2023

University supervisor signature

Supervisor name: Dr.Wanjiru Nderitu



University supervisor signature 30/06/2023

Africa Nazarene University

Nairobi, Kenya

DEDICATION

I would like to dedicate this research work to my husband Bob, Our two sons Ted & Fin and to the girls Mercyjoy & Maryann

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ABSTRACT

That Civil Society Organisations (CSOs) play a vital role in achieving international and national level development priorities in Kenya such as the Sustainable Development Goals (SDGs) and the Kenya Vision 2030 respectively cannot be overemphasised. Following the devastation brought about by Covid 19, increase in humanitarian crisis in more countries and the war in Ukraine, studies show that Sub-Saharan Africa Civil Society Organisations over 80 percent of whom rely on donors for funding were dealt a big financial blow and are facing financial sustainability challenges leading to less than optimum fulfilment of their mandate as funding retention rates remain low. This study aimed to establish whether Monitoring and Evaluation practices namely monitoring and evaluation planning, stakeholder engagement, capacity development and gender mainstreaming influence funding retention positively. This is because many studies have focused on donor attraction strategies while little focus is given to donor retention strategies. The literature reviewed showed revealed research gap on the influence of monitoring and evaluation practices on funding retention. The study used descriptive research method where primary data was collected using questionnaires. The target population was the 199 Civil Society Organisations in Kiambu County. A sample size of 59 CSOs (30 percent) were selected by central limit theorem where 2 employees working in the donor relations, finance and/or Monitoring and Evaluation departments were selected through random stratified sampling. On primary data, 114 respondents' questionnaires were used for data analysis. Secondary data was obtained from donations records where 52 of the 59 participating Civil Society Organisations submitted data on the number of donors, they had each year for the last five years. This information was used to compute the overall donor retention rates which were found to be low (20%) compared to the worldwide donor retention rates of 40%. The quantitative data collected was analysed using descriptive statistics. Four main findings emerged from this study. Firstly, 67% believed M&E planning have a positive effect on funding retention Secondly, 66% of respondents opined that stakeholder engagement has a positive effect on donor retention. Thirdly, 64% believed that capacity development has a positive effect on funding retention and lastly 65% opined that gender mainstreaming has a positive effect on funding retention. The findings were presented using tables with detailed analytical interpretations outlined. Generally, the study concluded that the monitoring and evaluation practices under study have a positive influence on donor retention. The study recommends that future studies focus on how the strength of Monitoring and Evaluation systems in Civil Society Organisations influence funding retention.

ACKNOWLEDGEMENTS

I owe a great debt to a lot of people for the many good things that have happened in my life. This is not the place to acknowledge all their contributions. Yet, my academic, professional and spiritual lives have often intertwined, and in acknowledging thanks and a debt in one, I acknowledge it in others.

At the African Nazarene University, I benefited from the understanding and great learning of my lecturers and much-betters. I would like to express my sincere thanks and great admiration for my supervisors Dr W. Nderitu and Dr S. Machuka, for their great insights and guidance. They not only passed the information to me, but they helped me think in broader terms, to question my prevailing beliefs and build my own opinion. They were always willing to go an extra mile and help me explore new avenues. My project is much better for their advice and guidance.

My husband Kelvin has been a constant source of support and friendship, my greatest cheerleader, the one who pushed me to pursue this dream and funded this project. Our sons Mutugi and Mutoria were born during the period of my postgraduate studies. They were a constant and pleasant reminder that it is for the peace, joy and laughter of a coming generation that we must labour without cease.

My mother in love, Ann, niece Mercyjoy and our neighbours, Nancy and Shiro, helped me with the babies whenever I got stuck, helping me keep some sense of balance and complete this work on time. My friend Felistas read through the full draft of this thesis, helped with the editorial work and helped curb some of my linguistic enthusiasms. She and her children Perpetua and Lance let me impose on her time and did much to contribute to the accuracy of my thinking.

Above all, I owe every gratitude to God, for walking with me, the provisions, keeping me well and being good and gracious to me. Giving me courage amidst the tempest of the changing years.

DEFINITION OF TERMS

Capacity Development: Refers to actions that improve an individual's or organisation's performance and production ability. It is evidenced by staff who have M&E knowledge and competencies, staff trainings and workshops.

Civil Society Organisation: For the purposes of this study a civil society organization will refer to non-state voluntary organized groups aimed at improving the social economic and political status of the general population or a section of the general population such as women, children, orphans etc. The groups are either community-based organisations, faith-based organisations or any other Non-Governmental Organisation.

Donor funding retention: Will be expressed as the proportion of previous year's donors who returned in the current year**.**

Evaluation: Systematic process which determines the merit, worth and significance of the evaluated intervention.

Gender Mainstreaming: Operationally, it involves ensuring that gender perspectives and attention are central to all activities with an aim of promoting gender equality as evidenced by gender sensitive M&E indicators and Gender responsive M&E tools.

Gender-responsive: Acknowledgement of the socially constructed differences between women, girls, boys, and men and intentionally allowing gender requirements to guide development and implementation of responses in a way that is appropriate to context with the aim of reducing gender inequalities.

Gender-sensitive: Considers the impact of projects, programs and policies on women, girls and men and aims to mitigate any negative consequences.

Influence: The capability to have an effect on a present situation, actions, behaviours and attitudes or opinions.

Monitoring: For this study, it refers to the ongoing process of routine collection, recording and interpretation of data to check progress of interventions within a specific timeframe.

Monitoring and Evaluation Planning: Refers to forethought arrangements to incorporate M&E processes in project planning, implementation and review. In this study, it will be evidence by the presence of a written project plan, a written M&E plan and a M&E budget.

Monitoring and Evaluation Practices: Set of activities that are used in the process of assessing projects so that they improve performance and achieve results.

Stakeholders' Engagement: For the purposes of this study, it is the involvement of concerned and interested parties in the planning and implementation of the project. It is evidenced by stakeholders' participation and commitment.

Sustainable Development Goals: A universal set of economic, social and environmental goals and targets that United Nations (UN) member states are expected to achieve between January 2016 and year 2030

ABBREVIATIONS AND ACRONYMS

COVID 19	Corona Virus 2019
CSO	Civil Society Organisation
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-governmental Organization
SDGs	Sustainable Development Goals
UNAIDS	Joint United Nations Programme on HIV/AIDS
USAID	United States Agency for International Development

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1: Introduction

This research aims to investigate the influence of M&E practices on funding retention by CSOs in Kenya. The M&E practices include M&E planning, stakeholder engagement, capacity development and gender mainstreaming which were the independent variables.

Chapter one addresses the background of the study, the problem statement, research objectives, the questions that the research seeks to answer, the research's justification, the scope of the research, the research limitations, and the assumptions under which the study was carried out.

1.2 Background of the Study

United Nations defines a civil society as, "any non-profit, voluntary citizens' group which is organized on a local, national or international level." (UN. Org, 2022). In the recent past, recognition of CSOs as crucial development partners, together with other older actors such as international donors and receiving governments has increased in the Global South. Furthermore, Sustainable Development Goal 17(SDG 17) which is all encompassing requires multi-level partnerships between stakeholders such as governmental administrations, civil society, and other players. These partnerships should be aimed at mobilizing and sharing knowledge, proficiency, technology, and monetary resources to support the achievement of SDGs in all countries, especially in the developing countries. Civil Society Organisations around the world have played the vital roles of initiating and carrying out projects in areas such as community empowerment, human rights and health. To a large extent, such projects' successful outcomes has been because of sound monitoring and evaluation of the projects (Micah &Loketero 2017). However, the funding falls far below the humanitarian needs to be fulfilled.

There is also a huge difference in donor support globally. For instance, while UN's Ukraine appeal was sufficiently funded in 2022, their Afghanistan, Yemen and Sudan appeals for the same period seemed to fare poorly with the first (Ukraine's over 80 percent

of funding needs being met, and the last's (Sudan) being less than 20 percent fulfilled while Yemen stood at 27 percent. (Angus U. et al, 2022)

1.2.1 Funding Retention in Civil Society Organisations

Worldwide, the effects of the Covid-19 pandemic led to increase in humanitarian need leading to greater strain on aid budgets of donors. This situation has been amplified by global economic pressures and donor responses to Covid-19. The ongoing Ukrainian war, including increased Ukrainian refugees' expenditure by major donors have also increased donor budgets' pressure.

Private donors channel their funding primarily to non-governmental organizations (NGOs), with multilateral agencies getting only a small proportion of their funds. In contrast, public donors tend to channel a bigger portion of their assistance to multilaterals. There has, however, been a shift where more private donors are channelling their funds to multilaterals. In the year 2020, for instance, the proportion of total private funding provided to multilaterals rose from 12percent (US$740 million) in 2019, to 19 percent (US$1.2 billion). In the same year 2020, 78 percent (US$5.1 billion) of private donors' funds were given to NGOs which represented a smaller proportion than in 2019 (85 percent, US$5.3 billion)

In 2021, only 1.2 percent of international humanitarian aid was directly channelled to local NGOs. much as the humanitarian sector continues to make commitments to "localise" aid, partly by promising to increase direct funding to CSOs. (Angus U. et al (2022). At the same time, a report by USAID on 19 Sub-Saharan African countries, revealed that only slightly over 6 percent of the NGOs in Africa had financial sustainability. This is as reported by EPIC-Africa's report in 2021. @AfricanNGOs report in 2021 indicated that funding losses have contributed to the inability of African CSOs to alleviate their communities' needs even as the world fights to recover from the devastating effects of COVID-19 considering the little to no social protection kitties by governments in most African countries.

According to Chen et al. (2019) and Kim & Kim (2016), one of the main resources necessary for projects' success is funding which, for most Sub Saharan CSOs is from donor funding. According to a study conducted by Mgeta. D (2019), a vast majority of

Nongovernmental Organisations (NGOs) in Kenya were reliant on foreign aid for more than ninety percent (90%) of their funds.

According to Sargeant and Hartsook (2018), ten percent improvement in donor retention can lead to up to two hundred percent rise in total donations. Furthermore, prospecting for new donors for funding by CSOs is generally an expensive affair and therefore retaining existing funding partners is the less expensive option for CSOs that rely on donor funding. It therefore makes sense to focus more on funding retention than perpetual scouting for new donors. Furthermore, funding retention gives CSOs the chance to concentrate on their core mandate (Putnam B.&Bill L, 2013). However, even with the change in the funding landscape due to the rise of more technology driven sourcing of funds globally such as crowd funding through which CSOs can diversify their sources of funds and which allows them to interact with a bigger number of potential donors, thus increasing their funding prospects, donor retention remains a main challenge for Civil Society Organisations.

Civil Society Organisations in Kenya have been at the forefront in providing diverse services such relief assistance during emergencies such as droughts and floods, provision of water, improvement of health and educational outcomes for instance by providing financial and psychosocial assistance to the vulnerable such as breastfeeding mothers and teen mothers, staging defence for human rights, agriculture, gender, and agriculture. The NGO Coordination Board, in its 2018/2019 report, reported that the NGO sector was making crucial complementary efforts to the government's development endeavours especially in its efforts to attain the Sustainable Development Goals (SDGs), and the Kenya Vision 2030 (Kenya NGO Board 2020).

1.2.2 Monitoring & Evaluation Practices

M&E practices are an assemblage of actions such as creating an M&E plan, involvement of stakeholders, gender mainstreaming and capacity development that can help in data driven, evidence-based decision making and learning in projects and programmes. Scheirer (2017) alludes that this affects project sustainability. Monitoring and evaluation practices ought to be incorporated in project designs as they promote logic in reporting. (Ober, 2017). According to Kinyanjui et al, M&E practices determine the connection between outputs and outcomes, and the inputs and activities carried out. While at the same

time demonstrating accountability, quantifying efficiency, and determining effectiveness, promoting prioritization of resource distribution, promotes learning, and improving decision-making processes. (Kinyanjui, Gakuu & Kidombo, 2015). In Africa, M&E efforts focus not only on outputs and activities but also on outcomes and impacts that African countries face various challenges related to data availability, quality, and accessibility.

Technological advancements have significantly influenced M&E practices. Tools such as mobile data collection, geospatial analysis, data visualization, and digital platforms are increasingly used to gather, analyse, and present data. Many African countries have established national M&E systems to monitor and evaluate development efforts at the national level. In Africa, M&E efforts focus not only on outputs and activities but also on outcomes and impacts that African countries face various challenges related to data availability, quality, and accessibility. (USAID, 2022)

Monitoring and evaluation practices help project management teams to consider important elements of a project i.e., human resource, time and cost implications which are important for projects' success and should therefore be incorporated in project management (Khan, 2016). According to Khan (2013), though M&E practices involve a substantive cost in terms of time and finances, they are worthwhile.

Monitoring activities involves regular assessment of whether a project or program is meeting its objectives according to the project plan and at the same time seeks to assist in making timely adjustments to avert wastages and derailments. Evaluation, on the other hand, determines the worthwhileness/value of the project. (Kusek & Rist, 2020).

From the foregoing, M&E practices are therefore important elements in ensuring that objectives are met, decision making is evidence-based and that lessons are passed on to future projects' management teams.

1.2.2.1 Monitoring and Evaluation Planning for Civil Society Organisations in Kenya

A M&E plan is a roadmap that indicates how monitoring and evaluation of a program or project will take place, as well as how M&E results would be used in improving the project

and making decisions. Alcock (2009) M&E planning spells out the basic assumptions that underpin project goals attainment, while spelling out how inputs, activities, outputs, and outcomes would be expected to inter-relate.

M&E planning in an organisation can be evidenced by the presence and usage of an M&E plan and a reasonable budget for M&E (at least ten percent of the total organisational budget). Important to monitoring and evaluation planning is approximating the financial costs and human resource needs, that are needed for successful M&E. It is important for M&E professionals to advise on M&E budgetary needs at the project planning phase (Ahsan and Gunawan, 2010).

1.2.2.2 Stakeholders' Engagement for Civil Society Organisations in Kenya

Without stakeholders such as primary beneficiaries and donors' consistent support, M&E's usefulness towards sustainability reduces significantly (World Bank). It also promotes knowledge sharing and aids in skills transfer and capacity development. Further, stakeholders' feedback is crucial during all project phases and can improve project performance and foster learning. Stakeholder identification by CSOs though a complex endeavour is important in that it cultivates not just goodwill but also provides support to the management team and gives an easy time to the organisation's project teams. Stakeholder engagement must however be controlled to avoid unnecessary pressure to the organisation's staff and to avoid crowding of the projects' implementation processes. Kathongo, S.M. (2018)

Through the engagement of the stakeholders, there will be acceptability and dependence on the results obtained through the M& E processes Within the Project Management context, there are four main elements of stakeholder engagement. They include identifying the stakeholders, understanding stakeholder's level of influence, sharing and delivering on expectations and showing understanding on stakeholders' expectations. (Dubach& Machado, 2012).

1.2.2.3 Capacity Development

According to OECD (2006, p8) capacity can basically be defined as 'the ability of people, organisations and society to manage their affairs successfully. Fowler et al (1995, p4) defined organizational capacity as 'the capability of an organisation to achieve effectively

what it sets out to do'. Capacity of an organization or individual changes due to both micro and macro factors. For instance, if key employees change ranks or leave the organization this may impact on its human capacity. That is why deliberate capacity development should be adopted right from the policy level. Capacity development basically refers to deliberate efforts to create and improve the human resource. (Ahsan & Gunawan, 2010).

Qualified human resource is necessary for successful monitoring & evaluation of an intervention. (World Bank, 2011). Being a considerably new element in project management, M&E encounters difficulties in terms of standards and sustainability of results. World Bank (2011) points out that for an effective performance of projects there should be good M&E human capital quantity-wise and quality-wise to maintain stability. Adoption and implementation of proper M & E practices is Therefore to retain realised benefits proper M&E practices ought to be adopted and this cannot be guaranteed without M&E capacity development practices. (Ahsan & Gunawan, 2010).

1.2.2.4: Gender Mainstreaming for Civil Society Organisations in Kenya

Gender mainstreaming refers to the routine process of identifying and examining gender issues at every step of an intervention. It entails a consideration that the men and women, girls and boys are impacted differently by social economic challenges. For instance, the war in Afghanistan led to the emergence of the Taliban Rule that causes millions of women and girls to be cut off from aid supplies, out of learning institutions and left without access to basic services. (Angus U. et al (2022).

Mainstreaming gender in monitoring implies that the process will not leave behind or put any men or women in a disadvantageous position, On the other hand, mainstreaming gender in evaluation ensures checking that the benefits brought about by the programme/project will lead towards "gender equality" and "women's empowerment" (as traditionally, they are marginalized). Gender responsive M&E entails a participatory approach involving men and women in the identification, development and tracking of gender disaggregated indictors as parameters for measurement. (Gumucio, et al., 2018).

The global Gender-related humanitarian aid has increased by more than double since 2018 with 2021 getting $587 million. (Development Initiative,2021). However, the report by Development Initiative found that even after including broader "gender-mainstreamed"

funding, gender-related humanitarian aid only added up to about 3.4 percent of international humanitarian assistance. Gender mainstreaming in M&E is therefore important to guarantee that gender inequalities are addressed by CSOs, that gender inequalities are not aggravated and that certain social groups are not left out in development agenda. (Gumucio, et al., 2018).

Various institutions have in recent years put concerted efforts to push for the incorporation of gender mainstreaming in evaluations. Most United Nations agencies have enhanced the accessibility of gender-disaggregated data. The quantity of toolkits, guide- lines and other training materials for gender-responsive M&E has also been increased.

1.3: Statement of the Problem

Kenyan CSOs have encountered many problems in the past, most of which have persisted to date, that frustrate their fundraising efforts. As the number of CSOs expand, the need for funds to run their operations becomes paramount, much of which is from donor funding. However, donor attraction and retention are some of the nightmares these CSOs have to contend with.

Reduced financial resources have also greatly affected the operations of these organizations in Kenya due to the worldwide economic recession because of the effects of Covid 19, surging inflation, climate emergencies and the effects of the war in Ukraine. This has led to collapse of weak CSOs as well as reduced service provision in terms of capacity and or quality. A CSO that wants to broaden its funding base must develop a strategy that will maximize its chances of retaining funding partners. The focus of this study was therefore twofold. First was to establish whether CSO initiated M&E practices do contribute to funding retention. Secondly, the study sought to establish whether there is intrinsic financial value of having M&E practices in CSOs.

1.4 Purpose of the Study

This research study sought to establish the effect of Monitoring and Evaluation practices to funding retention in Civil Society Organisations in Kenya.

1.5 Objectives of the study

1.5.1 General Objective

The general objective of the study was to establish the influence of monitoring and evaluation practices to funding retention in Civil Society Organisations in Kenya.

1.5.2 Specific Objectives

i. To determine the effect of monitoring and evaluation planning in promoting funding retention in Civil Society Organisations in Kenya.

ii. To establish the contribution of stakeholders' engagement in promoting funding retention in Civil Society Organisations in Kenya.

iii. To assess the influence of staff expertise and capacity development in promoting funding retention in Civil Society Organisations in Kenya.

iv. To examine the role played by gender mainstreaming in promoting funding retention in Civil Society Organisations in Kenya.

This study sought to answer the following questions:

i. How does monitoring and evaluation planning influence funding retention for Civil Society Organisations in Kenya?

ii. How does stakeholders' participation influence funding retention in Civil Society Organisations in Kenya?

iii. How does capacity development influence funding retention in Civil Society Organisations in Kenya?

iv. How does gender mainstreaming influence funding retention in Civil Society Organisations in Kenya?

1.7: Significance of the Study

This study is important in promoting effective performance of CSOs. It provides information that can be useful in social economic development initiatives, in that it puts emphasis on the importance of M&E in promoting fundraising efforts of the CSOs. This helps CSOs in improving coordination, oversight and feedback through accountability and

reporting to support evidence-based decision making and corporate learning. It encourages CSOs to embrace M&E not just as a way of fulfilling donor requirement but by recognising M&E's intrinsic contribution to not just funding retention but also to sound management. The study findings are beneficial to CSOs involved in this study, other CSOs as well as the public by creating awareness on the importance of M&E leading to sustainability in solutions to social economic challenges of our times. Furthermore, the study contributes to the existing body of knowledge on the importance of M&E, thus important to scholars and practitioners of M&E.

If this research was not done, Kenyan CSOs would have kept losing funding from donors for not engaging in M&E practices namely M&E Planning, Stakeholder Engagement, Capacity development and Gender Mainstreaming.

1.8: Scope of the Study

The study was conducted in Kiambu county in selected Civil Society Organisations. The research population were employees of CSOs in the M&E and donor records departments as they were deemed to possess information that will be relevant to the study. Kiambu county was positively identified for this study due to its proximity to the researcher because of financial and time constraints. Also, according to a study by Wachira (2018), 85% of CSOs in Kiambu county are donor funded. Furthermore, with donor funding shrinking, local NGOs are at the risk of closing due to financial unsustainability (NGO council, 2019). It was therefore a good representation of the entire population of the CSOs in Kenya since they have the same financial characteristics (NGO Coordination Board, 2019). This study was conducted in year 2023, data collection, analysis and reporting took approximately 45 days. The study costed approximately Ksh.50,000, cost that covered travelling, internet, electricity, airtime, and printing cost. The researcher would have extended the geographical scope of the study and include all CSOs in Kiambu county but was not able to due to budgetary and time constraints.

1.9 Delimitation of the Study

The study is delimited to the influence of monitoring and evaluation practices to donor retention in CSOs in Kenya. This study delimits all aspects of donor funding retention but however is limited to four monitoring and evaluation practices namely M&E planning,

stakeholder engagement, capacity development and gender mainstreaming. The reason for excluding other M&E practices as well as other aspects of M&E due to budgetary constraints. The study therefore sought to determine the influence of the four M&E practices to donor funding retention in CSOs.

1.10 Limitations of the Study

The limitations of a study refer to the constraints which a researcher has no control over but will encounter in the process of the study (ANU, 2019). The researcher worked around a few limitations while undertaking the study. The researcher had encountered late/no responses to some of the questionnaires. To increase the response rate, the researcher called respondents for follow-up. Furthermore, the researcher communicated to participants that the data solicited would be used to benefit the work of the CSOs. The researcher was further limited by having to work alone on the study, while having some physical challenge. This limitation was mitigated by engaging a data collection assistant

1.11 Assumptions

Assumptions have been defined as things beyond the control of the researcher, but if they disappear will make the research irrelevant (Simon, 2011). The study assumed that all respondents participated voluntarily in the study and answered all questions posed truthfully. Furthermore, the researcher assumed that the population selected was appropriate, and that respondents were truthful.

1.12 Theoretical Framework

The theoretical framework supports the study by introducing a particular theory or theories which is aimed at explaining the study (ANU, 2019).

1.12.1 The Theory of Planned Behaviour

The study will be anchored on the Theory of Planned Behaviour (TPB) which according to Ajzen&Fishbein, (1973) derives from the Theory of Reasoned Action (TRA) and the theory of multi-attribute-attitude (TMA). The theory of Planned behaviour (TPB) is a social-psychological theory that seeks to explain human decision-making processes that relate to behavior with the objective to understand and predict individuals' behaviours, proposing that human behaviour is mainly a function of individual will. The TPB was proposed by Ajzen (1991).

Since its development over 30 years ago, TPB has shown to be an effective approach to explain human behaviour (Sommer, 2011) This theory intends to explain behaviours over which people can have self -control. The theory insists that behavioural intentions are because of the attitude on whether the behaviour will lead to expected outcome based on a personalized evaluation of the benefits and risks of the said outcome. It also opines that the feeling of being in control or the lack thereof of the behaviour affects the intention to undertake action or not.

Predicting donor behaviours is particularly important in the managing of CSOs. This is especially important in the African context where most CSOs rely heavily on donations to run the course of the CSOs This theory anchors this study because , just as the theory assumes that the human acts rationally and is moved to act by intention, This study assumes that donors are rational and intentional when funding CSOs and seeks to establish whether M&E practices within a CSO contributes to the donor's intention to keep donating to the same CSO . The theory was recently applied as a framework for the willingness to self- isolate during Covid 19 (Rakhi I. et al 2020).

1.13 Conceptual Framework

The study will be guided by the conceptual framework below which depicts that the independent variables, namely: M&E planning, stakeholder engagement, capacity building and gender mainstreaming; and the dependent variable donor retention.

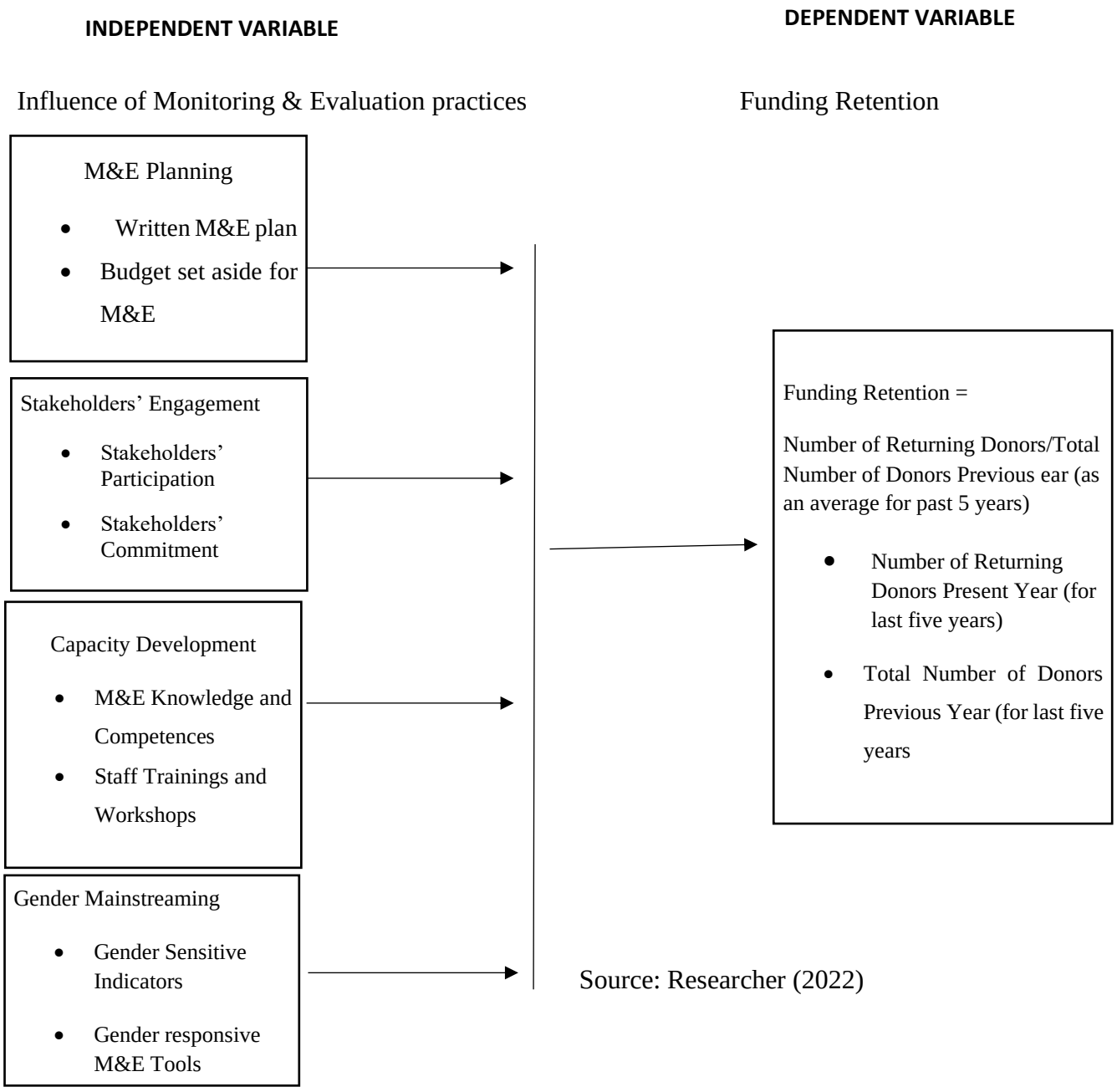


Figure 1- 1: Conceptual Framework

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A literature review, according to Fink (2014), surveys existing knowledge relevant to an area of research. It provides an explanation, summary and in-depth analysis of that knowledge in relation to the research phenomenon under study. The purpose of this research study is to assess the influence of M&E practices to funding retention in CSOs in Kenya.

The chapter commences with an empirical review by examining the relevant information regarding the independent variables of M&E planning, stakeholders' engagement, capacity development and gender mainstreaming and how they contribute to funding retention both in developed countries and developing countries. The literature review concludes with the summary and finally the research gap which prompts the study.

2.2.1 Funding Retention for Civil Society Organisations in Kenya

Although sub-Saharan Africa was originally less overwhelmed by the effects of Covid-19 than other parts of the world, by end of 2020 the bug had inflicted deep effects in the continent (CSOSI report, 2021). This comes at a time when African CSOs have lost a considerable portion of donor funding due to the economic meltdown experienced by other parts of the world due to covid 19 (Kedem, 2021) and the effects of the war in Ukraine (Development Initiative Report, 2022). The effects of which have been far reaching and with devastating aftermath. From increased teenage pregnancies to increased mental health issues to increased gender-based violence and more people living in absolute poverty. This creates a greater burden to CSOs in the sub-Saharan countries to help mitigate this. The CSOs themselves were never left behind by the wave of challenges. Most troubling for CSOs was the weakening of CSOs' organizational capacity and financial viability and the increasingly constrained legal environments in many countries.

Bougheas, S et al (2022) while carrying out a study on donor behaviours towards NGOs in Uganda found that local donors mostly considered the location of the NGO as well as the connections of the NGO manager to guide the giving decision while international donors

majorly considered the systems in place, the manager's competency as well as whether other international donors were giving to the NGO as guiding factors on whether to give.
Yunis A. (2019) did a study on influence of Strategic management practices on access to donor funding. The study concluded that strategic management practices and specifically strategic evaluation practices positively influences donor funding.
Mureithi F. (2019) carried out a study to determine the influence of donor funding on the performance of NGOs in Kenya with the study establishing that an increase in donor funding positively influences performance of NGOs as the NGOs rely heavily on donor funding. According to the NGO Coordination Board 2018/2019 report, the NGO subsector is making important contributions in development even as the country strives to reach the Sustainable Development Goals (SDGs), Kenya Vision 2030 and other development priorities. The Kenyan NGO Coordination Board further noted that a total of 11,262 CSOs were registered between financial years 2009/2010 and 2018/2019 in Kenya. In its Annual NGO Sector Report 2019/2020, the Board reported having registered a total of 11, 624 NGOs.

2.2.2. Monitoring and Evaluation for Civil Society Organisations in Kenya

Research conducted by (Rakhi I. et al 2020) by noted that in a general sense, M&E planning outlines fundamental assumptions influencing achievement of project goals as well as how inputs, activities, output and outcome would be expected to relate.

There is mounting evidence that the underlying forces and internal operations of a CSO may determine its financial sustainability capacity. For instance, proper administrative and financial planning leads to more financial sustainability in an organization as opposed to an organization without (Jaysekera and Soobaroyen 2017). They however warn that a balance should be maintained as M&E reporting should not supersede the importance of implementing the project. (Jaysekera and Soobaroyen 2017).

Research by Gatimu G et al (2021) found that monitoring and evaluation planning has influenced maternal health programmes in Kenya. Also, a robust monitoring and evaluation system which leads to transparency in reporting though strong monitoring and evaluation has been associated with stronger donor relations, improving chances of further donor support. This has also been evidenced by the research findings by Mwangi S.W. (2019)

that found out that M&E planning practices have a significant positive impact on the performance of World Bank funded projects in Nairobi County in Kenya

A study by Jahat L. (2021) on the benefits of involving the beneficiary community in planning noted the importance of having structural M&E, support such as having an autonomous evaluation unit. They further pointed out the importance of M&E planning as it ensures all particulars are in place to help detect progress or lack of progress early enough. Another study by Hubert N & Mulyungi P (2018) shows that M&E planning significantly influences project performance in Rwanda, as Tasilwebakwa G et al (2022) in his research also found out that M&E planning process positively affected project implementation in Rwanda. While donor funding makes critical activities possible in Sub Saharan CSOs, the funding requirements may lead to programs lacking flexibility to changes in context and may negatively affect the flexibility of the M&E plans, as the CSO puts its primary focus on meeting donor expectations. Donor funding is also limited, and unreliable, thus, the competition to impress donors is seen to compromise the quality of M&E planning.

According to Chanase (2021), most Sub Saharan CSOs shy away from M&E planning with the excuse of inadequate resources to conduct proper monitoring and evaluation. Another research by Gaibo G. (2019) contrastingly found out that M&E planning does not positively influence the implementation of county government's infrastructural development projects in Marsabit county in Kenya. However, according to Wasikhe (2014), M&E planning is key in determining the performance of projects because planning ensures that accurate and reliable information is generated. Research done by Morra (2009) asserts that monitoring and evaluation of projects needs planning. This study will examine the influence of M&E planning to donor funding retention in CSOs.

2.2.3 Stakeholders' Engagement and Funding Retention for Civil Society Organisations in Kenya

Study by Tasilwebakwa G. et al (2022) found out that stakeholder involvement positively affected project implementation in Rwanda. The study further brought out four main elements of stakeholder engagement. They include identifying the stakeholders, understanding stakeholder's level of influence, sharing, and delivering on expectations and

showing understanding on stakeholders' expectations. This agrees with study finding by Wambua C. (2019) found out that stakeholder involvement positively influences educational project performance in Kenya. The study further found that involvement of donors in the running of the project increases donor retention, although indirectly as it improves other retention variables. It is considered a prerequisite for donor retention as it comes before donor commitment. Stakeholder engagement is therefore being accepted worldwide as a promoter of ownership of the project outcome by beneficiaries improving sustainability.

Further, research by Gatimu G. et al (2021) found out that stakeholder engagement influences the performance of county maternal health programs in Kenya and that active participation by management in monitoring and evaluation has enormous impact on the team perception. The engagement between the various stakeholders produces effective communication. These include enhancing communication of early project wins to enhance the support of the management and solicit those members that are not willing to engage. Effective communication, ensure access of quality products and services, meeting the beneficiaries' expectations and driving new initiatives for the overall project goals. The management mobilize more resources that will help in filling the resource gaps and ensure operational use of learnt lessons for better decision-making in future.

Stakeholders' engagement in monitoring and evaluation (M&E) further increases the quality and validity of M&E findings proving to be a good project management practice (Makau, Mackenzi and Nicole, 2018). This agrees with Okul and Nyonje (2020) whose study on the relationship between stakeholder engagement and utility of project evaluation findings for program improvement in Kenya found that stakeholders' participation increases monitoring and evaluation results utility.

2.2.4 Capacity Development and Funding Retention for Civil Society Organisations in Kenya

Stakeholders' engagement in discussions on programs related to M & E usually empowers them and at the same time promotes participation that is meaningful by various groups of stakeholders, that avail to the M & E team adequate and appropriate information that is required for the exercise. Sulemana (2018) studied the stakeholders' participation effects

in monitoring and evaluation on the performance of government projects in Ghana. The study findings were that stakeholder participation in monitoring and evaluation improves sustainability of projects. Further stakeholder engagement must be rooted at the onset of M & E and should integrate key stakeholders along with other interested parties in making sure that the applied tool is effective. Pamela, Joe and Nay (2013) also found that if the right persons are engaged in the whole process, there will be a great enhancement of the outcome with the recommendations being well perceived, and corrective measures embraced and implemented on time. Further, they asserted that involvement influences donor's willingness to commit especially in the long-term.

Jahat L. (2021) found that M&E expertise and skills positively influenced performance of development projects in Yemen. This agrees with the study findings by Wambua C. (2019) who found that capacity development positively influences educational projects performance in Kenya. He further put an emphasis on training as a necessity for reliability of monitoring and evaluation, stipulating that staff working must have the necessary technical expertise in M & E for them to guarantee monitoring and evaluation results that are of high quality.

Tasilebakwa (2022) while studying the influence of M&E practices on project implementation in Rwanda found that technical expertise has a positive relationship with project implementation. He further noted that tangible organizational goals which are a bigger aspect of skills development have been found to work hand in hand with employee capabilities as a tool for motivation on employees. Coupled with clear and sensible expectations, it may lead to a more motivated workforce with better results. This study agrees with Nabris (2012) who asserts that M&E done by staff that is not trained and experienced consumes more time and the deductions reported impractical and irrelevant leading to projects' failure. Staff training can influence the success of projects globally.

Research by Gatimu G. et al (2021) shows that capacity building positively influences performance of maternal health programs in Kenya. The study further found that project technical skills especially in project team leads is directly related to project performance. He further found that technological awareness an important competitiveness in M&E of projects due to increased use of technology in today's projects especially where there is

use of technological tools in the management of the project. This agrees with Rossi who also found that training on the practicalities of M & E increases the capacity of personnel as it aids interacting with and managing the M&E systems (Rossi and Bailey, 2012) who alleged that to guarantee effective M&E practice, staff training on the basic skills in conducting evaluations is important.

Gaibo G. (2019) disagrees with the other studies as his study found that technical expertise does not positively influence the implementation of county government's infrastructural development projects in Marsabit county. The study found that there was no necessity of skilled people in executing M&E functions in ensuring project success. However, World Bank (2017) points out that for an effective performance of projects there should be good M&E human resource in terms of quantity and quality to maintain stable Staff working in the organization. It asserts that poor M&E skills and mechanisms is a great gap in the systems across Africa (Bank, 2017).

Mwangi S. (2019) found that for evaluators to grow they need more technical training on M&E as opposed to the superficial skills that may be attained through one or two workshops. He further emphasizes the importance of both formal training as well as work related experience.

Ngigi R. (2020) asserts that the perception of M&E practices and the feedback they generate is dependent on the technical capacity of the organization in performing evaluations, employees' participation in the policy making process and employees motivation to challenge decisions by the management This agrees with the findings of Musomba et al, (2013). This study focused on capacity development in relation to funding retention. This study will therefore help to analyse fundamental connections between capacity development in M&E and funding retention.

2.2.5 Gender Mainstreaming and Funding Retention for Civil Society Organisations in Kenya

A study by Tasilebakwa G. et al (2022) found that incorporating a gender aspect in monitoring and evaluation positively affected project implementation in Rwanda. De Orte et al. (2015) conducted a study on the difficulties encountered in mainstreaming gender in National Monitoring and Evaluation Systems (NMESs) Mexico, Madagascar, Spain,

Morocco, Egypt, Kenya, Uganda and Tunisia in which he pointed out a number of challenges which included: lack of enough evaluation funds, capacity related challenges in collecting gender disaggregated data for continuously in implementing gender sensitive indicators ,and, poor liaison between practitioners, policymakers and advocacy teams.

While assessing gender responsiveness of the Government-wide Monitoring and Evaluation System in South Africa, Precious T. Et al assessed South Africa's National M&E system. The study found that the Government-wide Monitoring and Evaluation System (GWMES) enacted in 2009 performed poorly in most gender-mainstreaming aspects. (Precious T. & Madri J., 2018). This study will explore the relationship between gender mainstreaming as a M&E practice and donor retention in CSOs which was not covered by any of the studies reviewed.

2.3 Research Gap

Civil Society Organisations in Kenya have continued to play various vital roles in societal development over years. To achieve this, their financial resource requirements cannot be overlooked. Donor funding has been a major source of financial support for CSOs. The prevailing global economic challenges caused by the Covid 19, increased humanitarian crisis in many parts of the world such as Sudan and especially the invasion of Ukraine by Russia have negatively aggravated the already diminished funding of CSOs in Kenya.

As CSOs endeavours to strengthen their financial base through donor funding, donor retention has remained to be an unresolved challenge since studies relating to donor retention are scarce. More research has been based on donor acquisition, but little emphasis on what determines their retention and hence the dwindling performance of CSOs due to financial instability which is the focus of this study.

Monitoring and Evaluation practices are therefore a significant aspect to deeply investigate to determine whether their integration in CSOs operations can improve donor retention.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter delineates the procedural approach adopted in carrying out this study. Specifically, it features the research design, the target population, the sample and the sampling procedure, the research instruments to be used, validity and reliability of the data instruments, data collection procedures and lastly data analysis and presentation.

3.2 Research Design

The research was grounded on descriptive research design. According to Orodho (2008) descriptive research design is primarily about describing information or data using numbers i.e., assigning the information/data numbers or pictures. Inferences will also be made. Data collection was by use of questionnaires while data analysis was done using both descriptive and inferential statistics. Through the research design the researcher can generalise the research findings to a larger population (Mugenda & Mugenda, 2003).

The research design was considered appropriate for the study as both qualitative and quantitative data is collected giving a more holistic understanding of the research topic. The research design facilitates conduction of research while respondents are in their natural environment which may lead to more honest, high-quality data. Also, the design is relatively cheap and quick as there is no manipulation of variables or respondents.

3.3 Target Population

Civil Society Organisations in Kiambu County were the target population of the study. Individual CSOs were the unit of analysis while donor funding records were the unit of observation. The NGO council of Kenya (2021) list shows there are 199 CSOs in Kiambu County.

The table below has grouped the CSOs according to the type of people it seeks to serve.

Table 3- 1: Study Population

TYPE OF CSO	NUMBER
CHILDREN WELFARE CSOs	23
YOUTH WELFARE CSOs	8
WOMEN WELFARE CSOs	8
SPECIAL GROUPS WELFARE CSOs	24
GENERAL COMMUNITY WELFARE CSOs	136
TOTAL	199

Source: NGO Coordination Board (2021)

3.4 Sample and Sampling Procedure

Sampling procedure was by random stratified sampling where 30 percent of each category of CSOs was chosen randomly from the alphabetical listing while the sample size of 30 percent was by the Central Limit Theorem which states that for populations below 1000, for a sample size of 30 percent or above, the sample mean can be assumed to be the population mean. The study used purposive sampling to select two respondents from each NGO, from the monitoring and evaluation department and/or the donor relations department and/or the finance department. Purposive sampling was chosen because the researcher wanted to access a particular subset of people who the researcher believed had the information required about the study variables. The unit of analysis was the employees of local NGOs.

Table 3- 2: Study Sample

Type of CSO	Population size	Sample Size (30% of Pop. Size)	No. of respondents per CSO	Total No. of Respondents
CHILDREN WELFARE CSOs	23	7	2	14
YOUTH WELFARE CSOs	8	2	2	4
WOMEN WELFARE CSOs	8	2	2	4
SPECIAL GROUPS WELFARE CSOs	24	7	2	14
COMMUNITY WELFARE CSOs	136	41	2	82
TOTAL	199	59		118

Source: Researcher, (2022)

A sample of 118 respondents was arrived at to fulfil the Central Limit Theorem (30%) as shown by table 3-3 above but to increase the response rate 42 more employees of the selected CSOs from the aforementioned departments were issued with questionnaires out of which 114 returned completed questionnaires and were used for data analysis. On donor records for the computation of donor retention rates, a sample of 59 was used as per table 3-3 above. 52 of the 59 CSOs gave the requested donor figures for the last 5 years while the other 7 either did not have the records or had been in existence for a shorter period of time

3.5 Research Instruments

The study used both primary and secondary data. Data collection was through semi-structured questionnaires which contained closed-ended questions. Closed ended questions restricts the respondents to choose from a set of options.

The justification for use of questionnaires is that they are less time consuming and inexpensive, easy to analyse, and ensure confidentiality, (Bryman & Bell, 2007). They are also time saving and easy to administer in comparison to other instruments such as focus group discussions.

3.6 Validity and Reliability of Research Instrument

3.6.2 Validity

To ensure viability of the collection instrument the supervisor went through the questionnaires. Opinion of other experts in research was sought about the adequacy and representativeness of the instrument. Content validity index for the variables (M&E planning, stakeholder engagement, capacity development, gender mainstreaming and donor funding retention) was used to establish whether the questionnaire measures what it is intended to measure. To calculate a CVI, the experts rated the usefulness of each item in the questionnaire on a 4-point scale where 1 = not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant. The C.V.I was calculated by dividing the number of items declared relevant by the expert by total number of items presented in the research instrument. Then, for each item, the CVI was computed as the number of experts indicating a rating of 3 or 4, divided by the number of experts. The questionnaires had a CVI index of 0.81/81% (above 0.7) which is acceptable (Amin, 2005).

3.6.1 Reliability

To test the reliability of the questionnaire a pilot study of 5 employees in M&E department and 5 employees of the donor relations department of a random CSO in Nairobi was done. The CSO in Nairobi was preferred since they are similar to the population of the study. Test-retest reliability was done where Cronbach's Alpha was used to measure reliability. This involved administration of questionnaires to a group of respondents and then re-administering the same questionnaires to the same respondents after some time which in

this case was after a week. The study employed Cronbach's alpha to measure the internal cohesion of the questionnaire. Cronbach's alpha measures the mean of measurable items and their correlation. In this study a reliability co-efficient (Alpha value) of more than 0.7 was assumed to represent acceptable reliability as per Revelle & McDonald's (2006) recommendations.

3.7 Data Collection Procedure

The questionnaires for primary data were self-administered through email messaging where possible and through drop and pick for organisations which could not be reached through email. This involved the researcher giving the respondents the questionnaires in person or sending to their email addresses to fill by themselves and sending back within an agreed time. This gave the respondents enough time to fill the questionnaire which is deemed to have increased the accuracy of the responses. Since most of the organisations' email addresses found on the Kenya NGO Board online records were not working, a data collection assistant was hired to help with distribution of questionnaires and collection of the same.

Data to compute the donor retention rates was hard to come by as most CSOs did not have proper records for the same. It had to be collected in person as most organisations did not send the data via email.

3.8 Data Processing and Presentation

Excel was used for analysis of the data. Excel was used to generate descriptive statistics such as mean, standard deviation among others in analysing the data.

3.9 Legal and Ethical Considerations

To meet the required legal and ethical requirements, research approval was sought from Africa Nazarene university and a research permit from the National Council for Science Technology and Innovation (NACOSTI) which is domiciled in the ministry of Education, Nairobi.

The researcher has endeavoured to give appropriate credit to other people's work. Upon completion of the study, the researcher shall share the findings with the relevant users. The right of a respondent to participate or not was communicated and upheld. Also, Confidentiality of the research participants was upheld.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, the findings resulting from the analysis of the questionnaire survey will be discussed. Both the descriptive and inferential statistical techniques have been used in analysing data. The chapter was organised according to the research questions used. To facilitate understanding, the findings have been presented using tables and figures and their implications also discussed.

4.2. Response Rate

As discussed in section 3.4, the estimated target population and sample size for this study were199 CSOs and 118 employees respectively. However, to minimise the risk of insignificant response rate, questionnaires were purposefully sent to 160 prospective participants. Out of this, 116 returned the questionnaires representing a response rate of 72.5 %. However, out of the 116, 2 respondents failed to attempt 4 out of the 8 questions that were on the questionnaire. These 2 respondents were not considered in the analysis. Thus, the revised response rate was 71.3% (114 of 160). On the donor information asked for in part F of the questionnaire, information was received from 50 out of the 59 organisations as 9 of the organisations had not been in existence for a minimum of 6 years required in that section.

Table 4- 1: Response Rate

No. of Valid Questionnaires returned	Target No. of Respondents	Revised Response Rate
114	160	71.3%

Source: Researcher (2023)

This response rate was 71.3% which is sufficient as Punch (2013) proposed 70% response rate and above is sufficient to inform a study.

4.3 Demographic Characteristics

The descriptive results of the study focused on the demographic details of the CSOs employees who were the respondents. The details of the participants and the projects captured are as follows: gender, age, level of education, designation, and duration of employment with the organisation. A short description of each variable for this case has been made. The collection of this demographic information helped determine whether persons of a specific study are a representative sample of the target population for generalization (Salkind, 2010)

4.3.1 Distribution of Respondents by Gender

The study also analysed the gender response of the respondents in the study. It was discovered that most of the respondents were female 63.2% (72) and the males were 36.8% (42). Such findings are indicative of both genders being well represented adequately to support the study.

4.3.2 Distribution of Respondents by Age

The study sought to find out the age of the respondents in the study. It was discovered that most of the respondents were between 29 and 38 years old 35% (40) followed by those between 18 and 28 years old 27% (31). Those between 39 and 48 years old were 25% (28) and those above 49 years old were 13% (15). Capturing respondents from diverse age groups is key to ensure that all working age groups are adequately represented to support the study.

4.3.3 Distribution of Respondents by Level of Education

In the demographic information sourced the study deemed it suitable to know the respondent's education levels among different categories. Results showed that most of the respondents were certificate holders at 35% (40), followed by diploma holders 25% (29). Degree holders who were 18% (20) then those that had secondary level

education 12% (14) and those with master's level and above were 10% (11). Such findings are an indication of a sampled population that to a moderate extent can

articulate information surrounding the area of study. Table 4-3 reveals these findings.

Table 4- 2 Distribution of Respondents by Level of Education

	Number	Percentage %
Masters & above	11	10
Degree	20	18
Diploma	29	25
Certificate	40	35
Secondary	14	12

Source: Researcher (2023)

4.3.4 Distribution of Respondents by Designation (Department)

The respondents were required to indicate their department in the organization. The findings are as presented in Table 4-4.

Table 4- 3: Distribution of Respondents by Depart

Department	Number of Respondents	Percentage
Donor Relations	41	36
Monitoring & Evaluation	24	21
Accounting/Finance	49	43

Source: Researcher (2023)

As shown above, majority 39% of the respondents indicated they were in the M&E department, 34% and 27 % of the respondents indicated they were in the finance and donor relations department respectively. This shows that the respondents were spread

across the three relevant departments satisfactorily thereby providing information that is relevant and reliable for the study.

4.3.5 Distribution of Respondents by Number of Years Worked with the Organisation

The respondents were requested to indicate the number of years they have worked in the organization and the findings are as shown in Table 4-4

Table 4- 4: Distribution of Respondents by Number of Years Worked with the Organisation

No. of Years Worked with the Organisation	Number of Respondents	Percentage
Over 15 years	2	2
10-14 Years	7	6
5-9 Years	84	74
< 5 years	21	18

Source: Researcher (2023)

As per the table, 82% (93) of the respondents had worked for more than 5 years with their respective organisations. This shows that the findings were relevant and reliable in ascertaining the influence of monitoring and evaluation practices on funding retention since the respondents had worked for a considerable period.

4.4. Data Analysis and Presentation (Descriptive Statistics)

4.4.1. Results of the question: How does monitoring and evaluation planning influence funding retention for Civil Society Organisations in Kenya?

This study sought to investigate whether M&E planning has an influence on funding retention in CSOs in Kenya. The participants were required to rate the responses on the following Likert scale: technique whereby on a scale of 1-5; [1] Strongly Disagree; [2] Disagree; [3] Neutral; [4] Agree; and [5] Strongly Agree. The results have been presented on Table 4-5 below.

Table 4- 5: Results of the Effects of M&E Planning on Funding Retention

STATEMENT	SD	D	N	A	SA	Mean	Standard
	f (%)	*f (%)*	*f (%)*	*f (%)*	*f (%)*		Deviation
B1 Written project plans play an important role in attracting and retaining donors in an organisation	6 **5%**	26 **23%**	30 **26%**	45 **40%**	7 **6%**	3.18	2.8
B2 Written M&E plans play an important role in attracting and retaining donors in an organisation	1 **1%**	24 **21%**	24 **21%**	65 **57%**	0 **0%**	3.34	2.9
B3 Setting aside a considerable budget for M&E can lead to improved donor attraction and retention	10 **8%**	16 **15%**	25 **22%**	59 **52%**	4 **4%**	3.53	2.96
Composite Mean & Std Deviation						**3.35**	**2.90**

(Kothari, 2004) and (Sekaran, 2006) indicate that a positive mean should be over 60% or 3 on the Likert scale. From the responses, mean and standard deviation were used for ease of interpretation and generalization of findings. On this scale, score of 60% is a mean of 3 and was treated as a positive result while a lower score was treated as a negative result.

Three statements were developed to assess the extent to which M&E planning influences donor retention. Statement (B1) stated that Written project plans play an important role in attracting and retaining donors in an organisation. Of the 114 respondents, 45(40%) agreed with the statement, 7(6%) strongly agreed, 6(5%) strongly disagreed while 26(23%) disagreed and 30(26%) remained neutral. This item had a mean of 3.18 and a standard deviation of 2.8 which is higher than the composite means of 3.17 with standard deviation of 2.90, implying that the statement positively influences funding retention in CSOs.

Statement (B2) Written M&E plans play an important role in attracting and retaining donors in an organisation. While none of the 114 respondents strongly agreed with the statement, 65(57%) agreed with the statement, 1(1%) strongly disagreed while 24(21%) disagreed and 24(21%) remained neutral. This item had a mean of 3.34 and a standard deviation of 2.91, which is higher than the composite means of 3.17 with standard deviation of 2.90, implying that the statement positively influences funding retention in CSOs.

Statement (B3) Setting aside a considerable budget for M&E can lead to improved donor attraction and retention returned that 59(52%) agreed with the statement while 30(26%) were neutral while 3(3%) strongly agreed with the statement. This item had a line item mean of 3.53 and a standard deviation of 2.96, which is higher than the composite means of 3.17 with standard deviation of 2.90, implying that the statement positively influences funding retention in CSOs.

From the findings, the study revealed that M&E planning practices positively influences funding retention in CSOs in Kiambu county where most statements had high mean scores with a composite mean of 3.17.

4.4.2 Results of the question: How does stakeholders' participation influence funding retention in Civil Society Organisations in Kenya?

The study also sought to establish the extent to which stakeholder engagement in M&E influences funding retention in CSOs in Kenya. The participants were required to rate the responses on the following Likert scale technique whereby on a scale of 1-5; [1] Strongly Disagree; [2] Disagree; [3] Neutral; [4] Agree; and [5] Strongly Agree. The results have been presented on Table 4-6 below.

Table 4- 6: Results of the Effects of Stakeholder Engagement on Funding Retention

STATEMENT	SD	D	N	A	SA	Mean	Standard
	f (%)	*f (%)*	*f (%)*	*f (%)*	*f (%)*		Deviation
C1 Stakeholder analysis conducted in collaboration with all relevant stakeholders would lead to attracting and retaining donors	6 (5**%)**	27 **24%**	39 **33%**	41 **36%**	4 **3%**	3.11	2.73
C2 Stakeholder participation plans by an organisation including regular communication are important to attracting and retaining donors	0 **0%**	15 **13%**	18 **16%**	70 **61%**	11 **10%**	3.68	2.32
C3 Stakeholders' influence and commitment contributes positively to attracting and retaining donors	5 **4%**	26 **23%**	33 **29%**	45 **39%**	5 **4%**	3.17	2.79
Composite Mean & Std Deviation						**3.3**	**2.92**

Source: Researcher (2023)

Three statements were developed to assess the extent to which stakeholder engagement influenced funding retention in CSOs. Statement (C1) stated that Stakeholder analysis conducted in collaboration with all relevant stakeholders would lead to attracting and

retaining donors. Of the 114 respondents, 41(36%) agreed with the statement, 1(1%) Strongly agreed with the statement, 6(5%) strongly disagreed while 27(24%) and 39(36%) remained neutral. This item had a mean of 3.11 and a standard deviation of 2.73, which is lower than composite mean of 3.30 with standard deviation of 2.92, implying that the statement does not positively influence funding retention in CSOs.

Statement (C2) stakeholder participation plans by an organisation including regular communication are important to attracting and retaining donors. Of the 114 respondents, 70(61%) agreed with the statement, 11(10%) strongly agreed with the statement, 15(13%) disagreed and 18(16%) remained neutral while none remained neutral. This item had a mean of 3.68 and a standard deviation of 2.32, which is higher than the composite means of 3.30 with standard deviation of 2.92, implying that the statement positively influences funding retention in CSOs.

Statement (C3) stakeholders' influence and commitment contributes positively to attracting and retaining donors returned that 45(39%) agreed with the statement, 5(4%) strongly agreed, 5(4%) strongly disagreed while 26(23%) while 33(29%) were neutral about the statement. This item had a mean of 3.17 and a standard deviation of 2.79 which is lower than composite mean of 3.30 with standard deviation of 2.92, implying that the statement does not positively influence funding retention in CSOs.

4.4.3 Results of the question: How does capacity development influence funding retention in Civil Society Organisations in Kenya?

The study also sought to establish the extent to which capacity development influences funding retention in CSOs in Kenya. The participants were required to rate the responses on the following Likert scale technique whereby on a scale of 1-5; [1] Strongly Disagree; [2] Disagree; [3] Neutral; [4] Agree; and [5] Strongly Agree. The results have been presented on Table 4-7 below.

Table 4- 7: Results of the Effects of Capacity Development on Funding Retention

STATEMENT	SD *f (%)*	D *f (%)*	N *f (%)*	A *f (%)*	SA *f (%)*	Mean	Standard Deviation
D1 Employees being given clear job allocation and designation that fits their skills is vital to attracting and retaining donors	3 **3%**	25 **22%**	38 **33%**	42 **37%**	6 **5%**	3.20	2.8
D2 Adequate skills and competencies among employees is important in retaining donors	15 **13%**	22 **19%**	18 **16%**	59 **52%**	0 **0%**	3.36	2.8
D3 Adequate staffing of the M&E unit would attract and keep already acquired donors	5 **4%**	26 **23%**	33 **29%**	45 **39%**	5 **4%**	3.25	2.7
D4 Continuous in-service training of employees would lead to retention of donor funding	4 **4%**	27 **24%**	36 **32%**	41 **36%**	6 **5%**	3.16	2.8
Composite Mean & STD Deviation						**3.20**	**2.78**

Source: Researcher (2023)

As indicated in Table 4-7, the mean values for the responses varied from 3.16- 3.36 which showed that the respondents strongly agreed with the statements that capacity development influences donor retention in Civil Society Organisations. Statement (D1) stated that employees being given clear job allocation and designation that fits their skills is vital to attracting and retaining donors. Of the 114 respondents, 42(37%) agreed with the statement, 6(5%) Strongly agreed with the statement, 3(3%) strongly disagreed while 25(22%) disagreed and 38(33%) remained neutral. This item had a mean of 3.20 and a standard deviation of 2.80 which is the same as the composite mean of 3.20 with standard deviation of 2.78, implying that the statement positively influences funding retention in CSOs.

Statement (D2) Adequate skills and competencies among employees is important in retaining donors. Although none of the 114 respondents strongly agreed with the statement, 59(52%) agreed with the statement, 15(13%) strongly disagreed, 22(19%) disagreed and 18(16%) remained neutral. This item had a mean of 3.36 and a standard deviation of 2.80, which is higher than the composite means of 3.20 with standard deviation of 2.78, implying that the statement positively influence funding retention in CSOs.

Statement (D3) Adequate staffing of the M&E unit would help attract and keep already acquired donors returned that 41(36%) agreed with the statement, 5(4%) strongly agreed, 5(4%) strongly disagreed, 26(23%) disagreed while 33(29%) were neutral about the statement. This item had a mean of 3.25 and a standard deviation of 2.7, which is higher than the composite means of 3.20 with standard deviation of 2.78, implying that the statement positively influence funding retention in CSOs.

Statement (D4) Continuous in-service training of employees would lead to retention of donor funding returned that 41(36%) agreed with the statement, 6(5%) strongly agreed while 4(4%) strongly disagreed while 27(24%) disagreed and 36(32%) were neutral about the statement. This item had a mean of 3.16 and a standard deviation of 2.8, which is lower than composite mean of 3.20 with standard deviation of 2.78, implying that the statement negatively influences funding retention in CSOs.

4.4.4 Results of the question: How does gender mainstreaming influence funding retention in Civil Society Organisations in Kenya?

Finally, the study sought to establish the extent to which Gender mainstreaming influences funding retention in CSOs in Kenya. The participants were required to rate the responses on the following Likert scale technique whereby on a scale of 1-5; [1] Strongly Disagree; [2] Disagree; [3] Neutral; [4] Agree; and [5] Strongly Agree. The results have been presented on Table 4-8 below.

Table 4- 8: Results of the Effects of Gender Mainstreaming on Funding Retention

STATEMENT	SD *f (%)*	D *f (%)*	N *f (%)*	A *f (%)*	SA *f (%)*	Mean	Standard Deviation
E1Gender parity is important in human resource recruitment in the organisation.	2 **2%**	27 24%	37 **33%**	44 **38%**	4 **3%**	3.18	2.78
E2 Gender responsive Monitoring and Evaluation indicators are important to retaining donors	7 **6%**	15 **13%**	28 **25%**	59 **52%**	5 **4%**	3.35	2.97
E3 Gender sensitive monitoring and Evaluation tools are key to retaining donors	5 **4%**	26 **23%**	33 **29%**	45 **39%**	5 **4%**	3.17	2.79
E4 Factoring prevailing gender dynamics and inequalities in project plans would lead to donor retention	0 **0%**	31 **27%**	36 **32%**	41 **36%**	6 **5%**	3.21	2.84
Composite Mean & Standard Deviation						**3.26**	**2.88**

As indicated in Table 4-8, the mean values for the responses varied from 3.17- 3.35 which showed that the respondents agreed with the statements that Gender mainstreaming influences donor retention in Civil Society Organisations

Statement (E1) stated that Gender parity is important in human resource recruitment in the organisation. Of the 114 respondents, 44(38%) agreed with the statement, 4(4%) strongly agreed, 2(2%) strongly disagreed and 27(24% disagreed) with the statement while 37(33%) remained neutral. This item had a mean of 3.18 and a standard deviation of 2.78 which is lower than composite mean of 3.26 with standard deviation of 2.88, implying that the statement does not positively influence funding retention in CSOs.

Statement (E2) Gender responsive Monitoring and Evaluation indicators are important to retaining donors. Of the 114 respondents, 59(52%) agreed with the statement, 5(4%) strongly agreed with the statement, 7(6%) strongly disagreed while 15(13%) agreed and 28(25%) remained neutral. This item had a mean of 3.35 and a standard deviation of 2.97 which is higher than the composite means of 3.26 with standard deviation of 2.88, implying that the statement positively influence funding retention in CSOs.

Statement (E3) Gender sensitive monitoring and Evaluation tools are key to retaining donors returned that 45(39%) agreed with the statement, 5(4%) strongly agreed while 5(4%) strongly disagreed, 26(23%) disagreed while 33(29%) were neutral about the statement. This item had a mean of 3.17 and a standard deviation of 2.79, which is lower than composite mean of 3.26 with standard deviation of 2.88, implying that the statement does not positively influence funding retention in CSOs.

Statement (E4) Factoring prevailing gender dynamics and inequalities in project plans would lead to donor retention returned that 41(36%) agreed with the statement, 6(5%) strongly agreed while, 31(27%), 36(32%) were neutral about the statement and none of the respondents strongly disagreed with the statement. This item had a mean of 3.21 and a standard deviation of 2.84 which is lower than composite mean of 3.26 with standard deviation of 2.88, implying that the statement does not positively influence funding retention in CSOs.

4.5 Analysis of Donor Retention Data

The research sought to acquire donor information to establish donor retention trends in the participating organisations for the last five years. The average donor retention rate for the year was calculated and the annual donor retention rates calculated with the formula

$$Donor\ Retention\ Rate = \frac{Total\ number\ of\ new\ donors\ current\ year}{Total\ number\ of\ donors\ the\ previous\ year} \times 100\%$$

The results are presented in table 4-9 below:

Table 4- 9: Overall Annual Retention Rates

Year	**2022**	**2021**	**2020**	**2019**	**2018**
Overall Individual donor retention rate (%)	21	14	10	23	23
Overall Corporate Donor Retention Rate (%)	25	20	16	25	24
Overall Average Retention Rate (%)	23	17	13	24	23

Source: Researcher (2023)

The overall donor retention rate (20%) was found to be much lower than the international donor retention rates which stand at 40%. Donor retention rates dipped considerably in in

2020 and seem to struggle to rise in 2021 and 2022. The retention rates for individual donors are lower than retention rates corporates. This is because the M& E practices are not strongly embraced. The Covid pandemic also affected civil society organizations which relies on foreign donors as funds were redirected towards fighting the pandemic.

4.6 Chapter Summary

This chapter has presented the study results and findings. The major findings of the study include the existence of statistically significant relationship between M&E practices (M&E planning, stakeholder engagement, capacity development and M&E gender mainstreaming). In overall, gender mainstreaming (aggregated mean 3.87) had the least influence on funding retention in Kiambu county, followed by capacity development (aggregated mean 3.89), while stakeholder engagement had the highest influence.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the study discussion, conclusion and recommendations deemed necessary for improvement of funding retention in Civil Society Organisations, as well as areas for further research. It generalises the detailed findings as presented in chapter four, followed by a summary of M&E planning, the summary on stakeholder engagement, summary on capacity development and the summary on M&E gender mainstreaming. Thereafter, the study presents conclusions and recommendations.

5.2 Discussion

The section delves further into the results on the influence of monitoring and evaluation practise on funding retention on Civil Society Organisations in Kenya. The study specifically focused on the influence of M&E planning, stakeholder engagement, capacity development and gender mainstreaming as major components influencing funding retention in CSOs. Subsections that follow are guided by specific research objectives and they relate the findings with the previous studies and empirical studies.

5.2.1 Monitoring and Evaluation Planning and Funding Retention for Civil Society Organisations in Kenya

The study observed that the M&E planning is a significant player in the performance of CSOs as far as funding retention is concerned. This is because planning ensures the accuracy and reliability of the information generated in the organization, hence an increased level of donor confidence in CSOs operations. A study done by Bougheas, Spiros P.; Isopi, Alessia; Owens, Trudy (2022) concurs with this study that M&E planning is important in ensuring accurate and reliable information is generated in the organisation. Similarly, Morra (2009) concurred with the study findings where the study found out that there is often a need for some structural support for M&E, such as a separate evaluation

unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and developed.

5.2.2 Stakeholders' Participation and Funding Retention in Civil Society Organisations in Kenya

The second objective of the study was to identify how stakeholder engagement in M&E influences funding retention in CSOs. A large proportion of respondents concurred that stakeholder engagement in M&E impacts funding retention in Civil Society Organisations. The discovery of the study agrees with findings in study according to Sulemana (2018) who impressed on the importance of integrating key stakeholders along with other interested parties in making sure that M&E is effective Tasilwebakwa (2020). The findings are supported by findings of Mushori (2020) who further warned of the inherent risk of failing to execute all stakeholder engagement according to plan and securing attention of all. The findings contradict findings of the study by Gaibo (2019) and that of Zarewa (2019) who asserted that there are moderating factors to be considered for M&E stakeholder engagement to positively influence the performance of an organisation.

The overarching theory, Theory of Planned Behaviour assumes that behavioural intentions are because of the attitude on whether the behaviour will lead to expected outcome based on a personalized evaluation of the benefits and risks of the said outcome. It also suggests that the feeling of being in control, or the lack thereof affects the intention to undertake action or not. It underpins the findings of the study in that donor being key stakeholders of CSOs in Kenya, will feel more in charge, and the more they are engaged in running CSOs the higher funding retention rates.

5.2.3 Capacity Development and Funding Retention in Civil Society Organisations in Kenya

Regarding the Monitoring and Evaluation capacity development, the study established that the respondents agreed that M&E capacity development influences funding retention. This study findings were supported by Bougheas, Spiros P.; Isopi, Alessia; Owens, Trudy (2022) who found that any organization is only as robust as its human resource competencies. The study also found out that an organization without the right individuals with the right training is as good as lifeless.

During the study, it emerged that staff training influences the donor retention performance of CSOs. This agrees with a study by Mwangi, S. W., & Moronge, M. (2019) who found that the lack of capabilities and opportunities to train staff in technical skills in M&E is clearly a factor to be considered in donor retention endeavours in an organisation.

5.2.4 Gender Mainstreaming and Funding Retention in Civil Society Organisations in Kenya

The study established that respondents agreed that gender mainstreaming has a great impact on funding retention in Civil Society Organisations. This agrees with the study by Jahaf L. (2021) who found the influence of incorporating gender considerations in M&E during project implementation to contribute to project success. In specific, the study found gender responsive M&E tools and gender sensitive M&E indicators to positively influence funding retention in CSOs in Kenya

5.3 Summary of Main Findings

The purpose of the study was to investigate the influence of M & E practices on funding retention in Civil Society Organisations in Kenya. The study sought to categorically establish the out-turn of M & E planning, stakeholder engagement, capacity development and gender mainstreaming on funding retention in Civil Society Organisations. Review of the empirical literature is an indication that these factors are very essential in improving funding retention in CSOs and there is therefore needed to fully incorporate them into M&E systems of Civil society organisations.

5.4 Conclusion

This section outlines the general conclusion of the influence of M&E practices on funding retention in CSOs. The study showed that M&E planning, stakeholder engagement, capacity development, gender mainstreaming, all play a key role in ensuring that funding retention doesn't decline. The general objective of this study was to establish the effects of Monitoring and Evaluation practices to funding retention in CSOs in Kenya. To achieve the stated objective, the study embraced a quantitative research accession whose findings are beneficial to CSOs involved in the study, other CSOs as well as the public by creating awareness on the importance of M&E practices.

Further findings revealed that M&E planning practice affects the overall performance in CSOs and basically on funding retention. Clear and detailed M&E plans, regular M&E reports and having a considerable budget set aside for M&E are key aspects in funding retention. Pertaining stakeholder engagement in M&E the findings ascertained that stakeholder analysis; stakeholder participation and their full commitment improves donor funding retention in CSOs. Moreover, detailed stakeholder plans are recommended as they too improve on donor funding retention as this improves transparency in these organisations.

As part of best practices in funding retention under monitoring and evaluation practices, development of knowledge and competencies through training of staff cannot be overlooked. This plays a major role since the human resource gains knowledge on optimal ways to achieve intended organisational objectives leading to funding retention in CSOs. Further, clear job allocation and designation in all levels is essential. Lastly, gender mainstreaming in monitoring and evaluation helps determine how gender considerations can positively influence funding retention within CSOs in Kenya. This study agrees that gender sensitive M&E indicators and use of gender responsive M&E tools is a boost to funding retention.

This study concludes that the application of M&E planning, stakeholder engagement, capacity building and gender mainstreaming will unanimously improve funding retention if applied individually, and significantly improves the performance, efficiency, accountability and transparency in CSOs.

5.5 Recommendation

Pursuant to the study findings and conclusion, the study would make various recommendations to CSOs as well as the public. M&E planning needs to be incorporated in Kenyan Civil Society Organisations, because from the unearthing the study revealed that M&E planning practice to a great extent influences the rate of funding retention. Staff training practice ought to be adhered to in the CSOs because from the findings it is notable that the practice has an impact on the donor retention rate. By administering satisfactory training of staff on monitoring and evaluation, they will have the necessary knowledge and competencies in the day-to-day management, hence better funding retention. It is

imperative too to engage external and internal stakeholders in every stage of monitoring and evaluation within CSOs to facilitate funding retention. Lastly, gender mainstreaming is an aspect that cannot be overlooked in the endeavour to retain funding. It has been noted that gender responsive M&E tools need to be considered in M&E processes, as well as factoring in prevailing gender dynamics to improve funding retention. In general, M&E should be embraced and strengthened M&E in Civil Society Organisations to improve funding retention.

5.6 Recommendation for Further Research

This study explored in depth the influence of monitoring and evaluation on funding retention in CSOs. Further studies are necessary to carry out similar tests on other CSOs in Kenya to compare the findings. Additionally, more variables illustrating monitoring and evaluation practices need to be adopted to defend the study's findings that indeed CSOs with proper M&E practices have highly improved their funding retention. The study exclusively discusses four variables of M&E practices (M&E planning practice, stakeholder engagement, capacity development and gender mainstreaming) concurrently. The sphere of the research in future could be enlarged and consider each of the four variables independently on funding retention in CSOs.

Recommendation for further research is to delve deeper on the scope of Monitoring and Evaluation and their influence on CSOs funding retention in Kenya. This information will be beneficial to the CSOs, stakeholders as well as other researchers involved in Monitoring and Evaluation research tasks.

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APPENDIX A: RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

The questionnaire seeks information on the influence of monitoring and information given will be for academic purpose only and will be treated with confidentiality. Kindly respond to all items in the questionnaire by ticking appropriately.

PART A: DEMOGRAPHIC AND BACKGROUND INFORMATION

This questionnaire seeks to establish demographic details of the individual respondents as well as their role in the implementation of the socio-economic empowerment project.

1. Gender of respondent

   Male [ ]

   Female [ ]

2. Age group

   (1) 18 – 28 [ ]
   (2) 29 – 38 [ ]
   (3) 39 – 48 [ ]
   (4) 49 - And above [ ]

3. Level of Education

   (1) Masters & Above [ ]

STATEMENT	1-SD	2-D	3-N	4-A
B1 Written project plans play an important role in attracting and retaining donors in an organisation				
B2 Written M&E plans play an important role in attracting and retaining donors in an organisation				
B3 Setting aside a considerable budget for M&E can lead to improved donor attraction and retention				

PART C: THE INFLUENCE OF STAKEHOLDER ENGAGEMENT ON DONOR FUNDING RETENTION IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 the level of disagreement or agreement with the outline statement concerning the M&E stakeholder engagement on donor funding retention in your organisation.

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree

STATEMENT	1-SD	2-D	3-N	4-A

(5) Secondary & Below [ ]

4. Designation (Department)

Donor Relations Office [ ]

Monitoring and Evaluation office [ ]

Finance Office [ ]

5. No. of years with your organisation

(1) Over 15 years [ ]

(2) 10 - 14 years [ ]

(3) 5 – 9 years [ ]

(4) Less than 5 years [ ]

PART B: THE INFLUENCE OF MONITORING & EVALUATION PLANNING ON FUNDING RETENTION IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 the level of disagreement or agreement with the outlined statement concerning the M&E Project Planning on donor funding retention.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree(A) and 5-Strongly Agree (SA)

SECTION D: THE INFLUENCE OF CAPACITY DEVELOPMENT ON DONOR FUNDING RETENTION IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 indicate the extent you agree or disagree with the statements on how M&E capacity development influences donor funding retention.

by ticking on the appropriate column according to the scale below.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree(A) and 5-Strongly Agree (SA)

STATEMENT	1-SD	2-D	3-N	4-A
D1 Employees being given clear job allocation and designation that fits their skills is vital to attracting and retaining donors				
D2 Adequate skills and competencies among employees is important in retaining donors				
D3 Adequate staffing of the M&E unit would attract and keep already acquired donors				
D4 Continuous in-service training of employees would lead to retention of donor funding				

STATEMENT	1-SD	2-D	3-N	4-A
C1 Stakeholder analysis conducted in collaboration with all relevant stakeholders would lead to attracting and retaining donors				
C2 Stakeholder participation plans by an organisation including regular communication are important to attracting and retaining donors				
C3 Stakeholders' influence and commitment contributes positively to attracting and retaining donors				

SECTION D: THE INFLUENCE OF CAPACITY DEVELOPMENT ON DONOR FUNDING RETENTION IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 indicate the extent you agree or disagree with the statements on how M&E capacity development influences donor funding retention.

by ticking on the appropriate column according to the scale below.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree(A) and 5-Strongly Agree (SA)

SECTION D: THE INFLUENCE OF CAPACITY DEVELOPMENT ON DONOR FUNDING RETENTION IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 indicate the extent you agree or disagree with the statements on how M&E capacity development influences donor funding retention.

by ticking on the appropriate column according to the scale below.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree(A) and 5-Strongly Agree (SA)

STATEMENT	1-SD	2-D	3-N	4-A
D1 Employees being given clear job allocation and designation that fits their skills is vital to attracting and retaining donors				
D2 Adequate skills and competencies among employees is important in retaining donors				
D3 Adequate staffing of the M&E unit would attract and keep already acquired donors				
D4 Continuous in-service training of employees would lead to retention of donor funding				

SECTION E: THE INFLUENCE OF GENDER MAINSTREAMING IN MONITORING AND EVALUATION ON FUNDING RETENTION IN IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 the level of disagreement or agreement with the outlined statement concerning the gender mainstreaming in M&E on funding retention.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree(A) and 5-Strongly Agree (SA)

STATEMENT	1-SD	2-D	3-N	4-A
D1 Employees being given clear job allocation and designation that fits their skills is vital to attracting and retaining donors				
D2 Adequate skills and competencies among employees is important in retaining donors				
D3 Adequate staffing of the M&E unit would attract and keep already acquired donors				
D4 Continuous in-service training of employees would lead to retention of donor funding				

SECTION E: THE INFLUENCE OF GENDER MAINSTREAMING IN MONITORING AND EVALUATION ON FUNDING RETENTION IN IN CIVIL SOCIETY ORGANISATIONS

On the Likert scale provided below, kindly tick on a scale of 1-5 the level of disagreement or agreement with the outlined statement concerning the gender mainstreaming in M&E on funding retention.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree(A) and 5-Strongly Agree (SA)

STATEMENT	1-SD	2-D	3-N	4-A
E1 Gender parity is important in human resource recruitment in the organisation.				
E2 Gender responsive Monitoring and Evaluation indicators are important to retaining donors				
E3 Gender sensitive monitoring and Evaluation tools are key to retaining donors				
E4 Factoring prevailing gender dynamics and inequalities in project plans would lead to donor retention				

APPENDIX B: RESEARCH SCHEDULE

TASK	ESTIMATED TIME TO BE TAKEN
CONTACTING THE PARTICIPATING CSOs	3 DAYS
SENDING RESEARCH QUESTIONNAIRES VIA EMAIL AND IN PERSON WHERE NECESSARY	3 DAYS
RECEIVING OF FILLED UP QUESTIONNAIRES AND FOLLOW UP WITH RESPONDENTS	10 DAYS
DATA RECORDING &ANALYSIS	10 DAYS

APPENDIX C: ESTIMATED BUDGET

TASK	**ESTIMATED COST**
CONTACTING THE PARTICIPATING CSOs	**15,000**
SENDING RESEARCH QUESTIONNAIRES VIA EMAIL AND IN PERSON WHERE NECESSARY	**5,000**
RECEIVING OF FILLED UP QUESTIONNAIRES AND FOLLOW UP WITH RESPONDENTS	**10,000**
DATA RECORDING &ANALYSIS	**20,000**
MISCELLANEOUS	**5,000**
ESTIMATED TOTAL	**55,000**

APPENDIX D: INTRODUCTION LETTER

Dear Respondent,

RE: RESEARCH PROJECT

I am a postgraduate student of Africa Nazarene University pursuing Masters of Arts in Monitoring and Evaluation. As a requirement of my study, I am carrying out a survey on monitoring and evaluation practices and funding retention for civil society organisations in Kenya.

The success of this study will substantially depend on your willingness and co-operation to provide the information required. I kindly request you to complete this questionnaire for data gathering. The attached questionnaire is specifically designed for the purpose of this study only; and all responses will be treated in absolute confidence and anonymity.

Thank you for your cooperation.

Yours Faithfully,

Winnie P.W. Wanjiku

APPENDIX E: LETTER OF APPROVAL FOR RESEARCH FROM NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **743186**

Date of Issue: **05/April/2023**

RESEARCH LICENSE



This is to Certify that Ms.. winnie purity Wanjiku of Africa Nazarene University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu on the topic: MONITORING AND EVALUATION PRACTICES AND FUNDING RETENTION FOR CIVIL SOCIETY ORGANISATIONS IN KENYA: A CASE OF SELECTED CIVIL SOCIETY ORGANISATIONS IN KIAMBU COUNTY. for the period ending : 05/April/2024.

License No: **NACOSTI/P/23/24742**

743186

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions