MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA, A CASE OF MACHAKOS COUNTY

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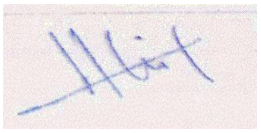
An Applied Research Project Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts in Monitoring and Evaluation in the Department of Monitoring and Evaluation in the School of Business of Africa Nazarene University

June 2025

DECLARATION

I declare that this research study is my original work and that it has not been presented in any other University for academic work.

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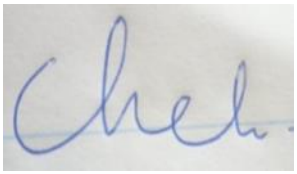
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SUPERVISOR'S DECLARATION

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

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DEDICATION

I dedicate this research study to the Almighty God, whose guidance, wisdom, and strength have been the foundation throughout this academic pursuit. To my family for their unwavering support, encouragement, and motivation, which have been instrumental in the completion of this work. Furthermore, I dedicate this study to the numerous stakeholders engaged in the implementation of projects within non-governmental organizations globally. Their dedication, resilience, and commitment to advancing humanitarian objectives serve as a profound source of inspiration. It is my hope that this research contributes meaningfully to their ongoing efforts to foster sustainable and positive change in communities worldwide.

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ABSTRACT

Despite the increasing number of non-governmental organizations (NGOs) implementing projects in Kenya, many continue to face challenges in project completion and sustainability. Monitoring and Evaluation (M&E) practices are increasingly recognized as key to improving project performance. This study investigated the influence of M&E practices specifically planning, budgeting, and reporting on the performance of NGO projects in Machakos County, Kenya. The study adopted an explanatory research design and targeted 287 NGOs operating in Machakos County, as reported by the NGOs Coordination Board (2021/2022) published in the year 2023. From each NGO, one M&E officer, one project officer, and one community leader were selected, resulting in a target population of 861 respondents. Using Yamane's formula, a sample size of 273 was determined at a 95% confidence level and 5% margin of error. Stratified random sampling ensured representative selection across respondent categories. Primary data were collected using a structured questionnaire based on a five-point Likert scale. The instrument was pre-tested on 10% of the sample in Kajiado County which had similar operational contexts as those in Machakos County. Validity was ensured through expert review, and reliability was confirmed with a Cronbach's alpha coefficient being > 0.7. Data was statistically analysed using SPSS version 25. Descriptive statistics incorporating means and standard deviations described sample characteristics, while inferential statistics incorporating Pearson's correlation and regression analysis assessed relationships among variables. Diagnostic tests for linearity, normality, multicollinearity, and heteroscedasticity validated the underlying assumptions of the regression model. The study revealed a significant positive relationship between M&E planning, budgeting, and reporting practices and project performance. It concluded that strengthening M&E practices is essential for enhancing NGO project outcomes. The study recommended improved M&E frameworks, robust reporting systems, clear communication strategies, and stronger accountability mechanisms. Ethical and legal standards were upheld throughout the study, and findings were shared with relevant stakeholders for policy and practice improvement.

DEFINATION OF TERMS

Monitoring and Evaluation Practices: Set of activities done periodically or regular basis to provide information on project status and progress

Non-Governmental Organisations (NGOs): These are non-profit organs working locally in improving residents' life. The focus is building equality within society environment, health care, quality of education, technology access, spaces access and information of disabled.

Planning process: Project plans incorporates the Monitoring and evaluation planning process.

NGO sector: An area of the economy within a country where non-profit groups function independent of Government.

NGOs governance: This includes the process of developing strategic decisions, evaluating the performance, and ensuring that there is accountability and transparency within an organisation.

Stakeholder Involvement: There is a strategy and stakeholder analysis done on how the stakeholders participate or get feedback, updates and information regarding the project performance.

ABBREVIATIONS AND ACRONYMS

M&E: Monitoring and Evaluation

NGOs: Non-Government Organizations

SPSS: Statistical Package for Social Packages

TOC: Theory of Change

UNDP: United Nations Development Programme

OECD-DAC: Organisation for Economic Co-operation and Development

VRIN: Valuable, Rare, Inimitable, and Non-substitutable

RBV: Resource-Based View

AI: Artificial Intelligence

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The focus of this chapter was to provide a brief introduction to Non-Governmental Organization (NGO) projects and the Monitoring and Evaluation (M&E) Practices that influence their performance. The study examined the influence of M&E practices on the performance of NGO projects, with specific attention to M&E planning practice, M&E budgeting practice, and M&E reporting practice. This chapter covered the background of the study, the problem statement, the purpose of the research, the study objectives, and the research hypothesis. It also addressed the significance and scope of the study. In addition, the chapter discussed the delimitations, limitations, and research assumptions, as well as the theoretical and conceptual frameworks that guided the study.

1.2 Background of the Study

NGOs are key players in the global development landscape, functioning as non-profit institutions independent from governments and often engaged in promoting the welfare of vulnerable communities through social, economic, and environmental programs (World Bank, Operational Directive 14.70). Characterized by value-driven missions and voluntary contributions, NGOs provide critical services ranging from education, healthcare, and environmental conservation to emergency relief and poverty alleviation.

The emergence of NGOs gained momentum post-World War II, with rapid expansion during decolonization and the Cold War era. In Africa, NGO activity initially mirrored colonial relationships between the 1950s and 1960s, followed by a second wave of expansion in the late 20th century as both former colonial and non-colonial countries increased their humanitarian presence (Cullen et al., 2021; Porter & Sobocinska, 2023).

As governments increasingly turned to NGOs to supplement state development programs, the role of NGOs evolved into a significant and structured development force.

NGOs today influence development processes through advocacy, service delivery, and innovation. They contribute to economic growth and social justice, often stepping in where state systems underperform. For example, NGOs globally contribute more than $500 billion annually, with some estimates likening their collective financial impact to the eighth-largest economy in the world (Quintana Pujante, 2020; World Bank, 2023). The Australian Council for International Development (ACFID, 2023) reported that between 2019 and 2020, Australian NGOs alone committed over $1.27 billion to projects in 93 countries.

In Kenya, the NGO Coordination Board (2023) reported over 12,000 registered NGOs contributing KES 175.9 billion to the economy in 2021/2022. According to Otundo (2021), The only guaranteed method for communities to experience change in all areas that intersect with the social, economic, and environmental domains is through the implementation of projects by the relevant organizations including NGOs.

Despite this remarkable contribution, NGOs face increasing scrutiny regarding accountability and project outcomes. As citizens become more informed, there is growing demand for transparency in the use of public and donor funds. Research highlights that in Sub-Saharan Africa, including Kenya, project failures remain prevalent due to systemic issues such as poor planning, insufficient evaluation, and mismanagement (Thetford, 2017; Essel, 2021). Radmila (2020) notes that about 64% of international development projects fail to achieve their intended outcomes, underscoring the urgent need for more rigorous oversight.

The performance of NGO projects is often linked to the effectiveness of Monitoring and Evaluation (M&E) practices. These practices ensure that project implementation is tracked, adjusted, and aligned with desired outcomes. Although NGOs in Kenya receive substantial funding to execute development projects, there is a gap in assessing the extent to which M&E frameworks are integrated into their operations (LACCEI, 2024). Monitoring and evaluation, if properly applied, serve as essential tools for learning, accountability, and improving project impact.

This study therefore sought to investigate the influence of monitoring and evaluation practices on project performance among NGOs operating in Machakos County, Kenya. It aimed to understand how M&E systems were being utilized and whether they had a measurable effect on the success of development projects. Given the increasing reliance on NGOs for service delivery in Kenya, understanding this relationship was considered crucial for enhancing the effectiveness of the sector and ultimately ensuring that development initiatives met the needs of the communities they were intended to serve.

1.2.1 Project Performance

Project performance refers to the degree to which a project achieves its planned objectives within the constraints of scope, time, cost, and quality, while also delivering lasting value to stakeholders. In recent years, the concept of project performance has evolved beyond traditional project management metrics to encompass broader organizational impact, sustainability, and alignment with strategic goals (Hussein & Owusu-Manu, 2021). For NGOs, where the focus is often on social development rather than profit, project performance reflects both the successful implementation of activities and the extent to which these activities lead to meaningful improvements in communities.

The need for effective project performance has become increasingly critical as NGOs and other organizations operate in a highly dynamic, resource-constrained, and impact-driven

environment. Donors, beneficiaries, and regulators are demanding greater transparency and accountability, pushing organizations to ensure that funded projects generate measurable and lasting results (Okello & Were, 2022). Particularly post-COVID-19, there has been heightened scrutiny on how resources are used, leading to a stronger emphasis on evidence-based project delivery and reporting (Kariuki et al., 2023). Poor performance, on the other hand, can lead to donor fatigue, stakeholder disengagement, and reputational damage.

To evaluate project performance effectively, organizations rely on a range of indicators that align with both operational and impact-level objectives. Commonly used indicators include efficiency, effectiveness, relevance, sustainability and impact. Efficiency measures how well inputs such as time and money are converted into outputs including adherence to timelines and budgets, whereas the extent to which project objectives and outcomes are achieved can be evaluated by looking at effectiveness. Relevance can be used to assess how well the project aligns with the needs and priorities of beneficiaries with sustainability a key indicator that considers the likelihood that project benefits will continue after funding ends (Musyoka & Muturi, 2021). In aspects where their need to investigate the broader, long-term effects of the project on target populations, such as poverty reduction or improved health outcomes then impact as a measure is paramount (Wambugu & Githui, 2020).

In NGOs, these indicators are particularly vital because many of the expected outcomes are intangible and long-term in nature. For example, a project aimed at improving youth employment in a rural area may show short-term output success (e.g., number of youths trained) but must also demonstrate long-term impact through employment rates and economic empowerment metrics (Mwendwa & Chepchirchir, 2022). Therefore, assessing

project performance requires both quantitative and qualitative tools, including surveys, monitoring data, stakeholder interviews, and outcome tracking systems.

Ultimately, project performance serves as a critical dependent variable in research and practice, influenced by a range of internal and external factors such as leadership, stakeholder engagement, funding stability, and monitoring and evaluation frameworks. For NGOs, where accountability and social return on investment are paramount, the ability to deliver high-performing projects is not only a measure of competence but also a determinant of continued relevance and survival in the development sector.

1.2.2 Monitoring and Evaluation Practices

Monitoring and Evaluation (M&E) practices refer to the systematic processes used to track, assess, and improve project implementation and outcomes. Monitoring involves continuous assessment of project activities to ensure they align with planned objectives, while evaluation is the periodic assessment of the overall impact, efficiency, effectiveness, relevance, and sustainability of a project (OECD, 2020). In development-oriented organizations such as NGOs, M&E practices serve as vital tools for accountability, learning, decision-making, and performance enhancement.

The increasing demand for transparency, donor accountability, and evidence-based project management has highlighted the need for M&E practices across global development projects. For NGOs, in particular, M&E provides a mechanism to justify the use of funds, demonstrate impact, and improve strategic planning (Nyoni & Bwalya, 2021). The dynamic and often uncertain nature of NGO project environments necessitates real-time data and learning loops that inform course correction, enhance stakeholder trust, and ensure relevance of project interventions (Agaba et al., 2023).

Effective M&E practices can be categorized into three major dimensions: M&E planning, M&E budgeting, and M&E reporting. Monitoring and evaluation planning involve the formulation of clear M&E frameworks, logic models, indicators, and baseline data that guide the implementation and tracking of project activities. It ensures alignment between objectives, activities, and results (Wanjala & Nzulwa, 2020). M&E budgeting practice entails the allocation of adequate financial resources specifically for monitoring and evaluation tasks. It reflects the organization's commitment to learning and accountability, as underfunded M&E components often lead to incomplete or unreliable data (Kusi et al., 2022).

Finally, M&E reporting practices refer to the structured documentation and dissemination of findings to stakeholders. This practice strengthens decision-making, promotes transparency, and facilitates knowledge sharing within and beyond project teams (Mutinda & Rotich, 2021).

1.2.2.1 Monitoring and Evaluation Planning Practice

M&E planning practice refers to the systematic process of designing and structuring how a project's performance will be measured, tracked, and reported throughout its lifecycle. It provides a roadmap for integrating M&E into project activities by defining objectives, indicators, data collection methods, timelines, responsibilities, and resource requirements (OECD, 2020). As an integral component of effective project management, M&E planning enhances transparency, accountability, and informed decision-making within organizations including NGOs, which operate in dynamic and often resource-constrained environments.

The need for proper M&E planning practice has grown significantly in recent years as development projects face increasing scrutiny from donors and stakeholders who demand

evidence of tangible results and impact (Kusek & Rist, 2021). For NGOs, planning M&E at the onset of a project ensures that expected outcomes are clearly articulated, resources for data collection are allocated, and mechanisms for learning and adaptation are in place. Without early and thorough planning, projects risk operating without clarity of direction or tools for assessing their progress, leading to poor performance and missed opportunities for improvement (Agaba et al., 2023).

An effective M&E planning practice typically includes the development of a project plan and a communication plan, both of which form the backbone of implementation and performance measurement. A well-structured project plan outlines goals, logical frameworks, indicators, and timelines, providing a clear map of activities and intended outcomes. The communication plan, on the other hand, ensures timely and transparent dissemination of information to all relevant stakeholders, which supports feedback loops and accountability (Mutinda & Rotich, 2021).

Additionally, early stakeholder identification is considered a critical aspect of M&E planning, as it enables the organization to engage relevant actors from the beginning, incorporate their inputs, and align project expectations (Wanjala & Nzulwa, 2020). These elements of project planning, communication planning, and stakeholder identification are therefore strongly linked to improved project performance because they provide clarity, foster inclusivity, and create systems for proactive risk mitigation and learning (Ekinci & Dursun, 2020).

1.2.2.2 Monitoring and Evaluation Budgeting Practice

M&E budgeting practice refers to the process of allocating financial resources specifically for M&E activities within the broader project budget. It involves determining and earmarking the costs required to conduct M&E tasks such as data collection, capacity

building, reporting, stakeholder engagement, and periodic evaluations (Kusi et al., 2022). A well-structured M&E budget ensures that adequate financial support is available to sustain systematic tracking of project progress and performance throughout its lifecycle.

The significance of M&E budgeting has increasingly been acknowledged in the development sector, particularly among NGOs, where accountability and transparency are highly emphasized by donors and beneficiaries alike. Without sufficient financial provision for M&E, even the most well-intentioned projects risk failing to generate credible data or implement meaningful learning loops that inform decision-making (Agaba et al., 2023). Consequently, budgeting for M&E is no longer viewed as an optional administrative cost but as a strategic investment that enhances overall project effectiveness and impact.

An essential component of M&E budgeting practice is the efficient allocation of resources to key M&E functions. This involves prioritizing and rationalizing spending to ensure that essential monitoring tools, evaluation expertise, and data systems are well-funded and aligned with project objectives (Wanjala & Nzulwa, 2020). Additionally, M&E budgeting includes adopting measures to prevent resource wastage, such as through cost-control mechanisms, risk assessments, and performance audits. These measures are not only part of sound financial management but are also directly linked to project performance, as they help ensure optimal use of resources, minimize delays, and enhance delivery of results (Mutinda & Rotich, 2021).

In contexts where donor confidence is critical, such as in the NGO sector, a robust M&E budgeting practice sends a strong signal of professionalism and commitment to results-based management. Ultimately, M&E budgeting serves as both a financial and strategic

mechanism to ensure that performance measurement processes are continuous, reliable, and impactful.

1.2.2.3 Monitoring and Evaluation Reporting Practice

M&E reporting practice refers to the systematic documentation, communication, and dissemination of data, findings, and progress updates related to project performance and results. It encompasses the development of timely, clear, and accurate reports that inform project stakeholders including donors, beneficiaries, management teams, and government bodies basically about the status of activities, outcomes, and lessons learned (Kusi et al., 2022). Effective M&E reporting transforms raw data into actionable insights, enabling better decision-making and transparency across all stages of a project.

In the context of organizations and especially NGOs, M&E reporting practices are essential for fostering accountability and learning. As donor expectations for results-based management increase, reporting becomes a critical tool to demonstrate impact, build trust, and secure future funding (Agaba et al., 2023). M&E reporting not only showcases the effectiveness of ongoing interventions but also flags areas of concern, allowing for timely corrective actions. Without consistent and accurate reporting, organizations may struggle to validate their achievements or justify continued resource allocation (Kusek & Rist, 2021).

M&E reporting practice is often characterized by three key aspects that can serve as indicators of its effectiveness. The first is stakeholder engagement, which involves communicating findings to all relevant parties and incorporating their feedback into decision-making processes. Engaged stakeholders are more likely to support project implementation and sustainability (Wanjala & Nzulwa, 2020). The second is the production of project status reports, which detail the progress of activities, budget usage,

and output/outcome levels against set targets. These reports help project teams and funders track alignment with goals and timelines (Mutinda & Rotich, 2021).

Lastly, M&E reporting contributes to institutional memory by archiving valuable project data and experiences for future learning and planning. The term institutional memory can be described as group of people's cumulative facts, ideas, experiences, and knowledge that has been stored inside an organization (Corbett et al.,2020). This institutional learning helps organizations replicate successful models and avoid past mistakes in subsequent projects (Ekinci & Dursun, 2020).

1.2.1 Non-Governmental Organizations in Kenya

NGOs in Kenya have a long history, rooted in the post-independence era when local and international development actors began complementing the state's efforts in providing essential services. The expansion of NGOs became more pronounced in the 1980s and 1990s, following economic liberalization and structural adjustment programs, which led to a decline in state-funded social services. Consequently, NGOs entrenched themselves as critical players in health, education, environment, humanitarian aid, and governance (Makinda & Okumu, 2022). This growth was driven by both local needs and international development agendas advocating for community-based development models.

NGOs in Kenya are diverse, comprising international NGOs, national NGOs, community-based organizations (CBOs), and faith-based organizations (FBOs). These organizations operate across various sectors including agriculture, health, education, human rights, and disaster response. Their contributions to Kenya's economy have been significant. The NGO Coordination Board (2023) reported that as of 2022, the sector had injected KES 175.9 billion into the Kenyan economy, with over 3,000 active projects across the country.

NGOs also contribute through employment, capacity building, and promoting inclusive development at the grassroots level (Otieno & Mwakajo, 2021).

However, NGOs face persistent challenges that hinder effective delivery of projects. These include limited funding, donor dependency, political interference, duplication of efforts, and weak Monitoring and Evaluation (M&E) systems (Mutinda & Rotich, 2021). Additionally, the bureaucratic processes associated with project approvals and collaboration with public institutions sometimes cause delays and inefficiencies. Despite these challenges, NGOs continue to fill critical gaps left by public service delivery, particularly in marginalized regions (Agaba et al., 2023).

The regulation of NGOs in Kenya falls under the NGO Coordination Board, established by the NGO Coordination Act of 1990. The board is mandated to register NGOs, coordinate their activities, and ensure compliance with governance standards. While the regulatory framework promotes accountability, the relationship between the Government of Kenya and NGOs has at times been strained, especially concerning governance and human rights advocacy (Wanjiru et al., 2020). Nonetheless, there has also been increasing collaboration, particularly in disaster response, education, and health sectors.

Currently, project performance remains a pressing concern for NGOs operating in Kenya. Recent studies indicate that many projects fall short of their objectives due to inadequate planning, weak M&E frameworks, and misalignment with community priorities (Essel, 2021). This raises a critical need to investigate the determinants of project performance, particularly the role of internal practices such as M&E, to enhance accountability, efficiency, and impact in development initiatives.

1.2.2 Machakos County

The county of Machakos is one of the 47 devolved government units that form the national government of Kenya as established by the 2010 Constitution. The ccounty is located in the south-eastern region of Kenya and is part of the country's former Eastern Province. It borders Nairobi County to the west and is considered one of the key counties within the Nairobi metropolitan area, thus benefiting from proximity to the capital city (Kenya National Bureau of Statistics [KNBS], 2022). The county has a population of approximately 1.6 million people, with the majority engaged in agricultural activities, small-scale trade, and informal employment. It is administratively divided into eight sub-counties and hosts both urban and rural populations, with Machakos town being the administrative headquarters.

Economically, Machakos County ranks among Kenya's moderately developed counties, characterized by mixed economies that include agriculture, trade, and emerging real estate driven by urban expansion from Nairobi. While agriculture remains a primary livelihood, erratic rainfall and land degradation have limited its productivity (Mutua & Kibe, 2023). Compared to other counties, Machakos exhibits relatively better infrastructure and access to basic services, partly due to devolution and private investment inflows. However, disparities persist, especially in rural regions where poverty and unemployment remain pressing challenges.

The county has attracted significant interest from NGOs, owing to its strategic location, mixed rural-urban population, and prevalent development gaps. NGOs are particularly active in sectors such as health, education, water and sanitation, climate resilience, and youth empowerment (Wambua & Kamau, 2021). Factors contributing to Machakos' attractiveness for NGO operations include a stable security environment, strong community structures, and a responsive county government that has facilitated

partnerships with development actors. Additionally, the county's accessibility via major highways enhances logistical convenience for implementing and monitoring projects.

NGOs have had a notable impact on Machakos County. Positively, their projects have expanded access to health services, increased awareness on reproductive health, introduced innovative farming practices, and supported vulnerable populations through cash transfers and capacity-building initiatives (Ouma et al., 2022). On the downside, some NGOs have faced challenges including duplication of efforts, weak monitoring frameworks, and lack of sustainability, leading to short-lived project outcomes. Several development initiatives have not met expectations, partly due to limited stakeholder engagement, inconsistent funding, and insufficient integration with county development plans (Kimwele & Ngugi, 2021). Given the mixed performance of NGO-led projects in Machakos, there is a pressing need for further research to assess how internal organizational practices, such as M&E practices influence project outcomes.

1.3 Statement of the Problem

NGOs in Kenya continue to play a pivotal role in supplementing government efforts to address pressing social and economic challenges, particularly in marginalized and underserved regions. Machakos County, despite its proximity to the capital city Nairobi and a relatively better infrastructural setup, still grapples with high youth unemployment, food insecurity, low household incomes, and inconsistent access to quality health and education services (KNBS, 2022). In response, NGOs have implemented numerous projects aimed at alleviating poverty, improving livelihoods, and enhancing public service delivery. However, despite these interventions, the impact of many NGO-led projects has been either short-lived or suboptimal, raising concerns about the effectiveness of project implementation and sustainability.

Studies such as those by Wambua and Kamau (2021) and Abok et al. (2020) have emphasized the significance of Monitoring and Evaluation (M&E) practices in improving project outcomes, highlighting elements such as participatory monitoring, stakeholder feedback, and use of M&E data for decision-making. However, most of these studies have either focused broadly on NGOs across Kenya or on sectors such as health or education without isolating geographical dynamics such as those specific to Machakos County. Moreover, little attention has been paid to the disaggregated practices of M&E specifically planning, budgeting, and reporting and their distinct influence on project performance. As such, the extent to which these practices individually and collectively affect the performance of NGO projects within Machakos remains under researched.

This research is necessitated by the persistent development gaps and repeated cases of project failures or inefficiencies, which limit the transformative potential of NGOs in the region. Many projects, though well-intentioned, face challenges such as poor stakeholder coordination, weak data tracking systems, and inadequate resource allocation for M&E activities (Mutua & Kibe, 2023). Without structured and context-specific M&E practices, it becomes difficult for NGOs to track progress, make timely adjustments, and ensure accountability and learning. International researchers such as Chikunda and Mushayanyama (2022) have also noted that strong M&E frameworks are critical for enhancing project sustainability and long-term impact in Sub-Saharan Africa.

Given these concerns, there is a clear need to investigate how M&E practices influence project performance among NGOs operating in Machakos County. Understanding this relationship can provide evidence-based insights for project implementers, donors, and local governments to improve program outcomes. Therefore, this study examined the influence of M&E Practices on project performance of NGOs in Kenya, focusing on Machakos County as the study area.

1.4 Purpose of the Study

The purpose of this study was to investigate the influence of M&E practices on the project performance of NGOs in Kenya; a case of Machakos County.

1.5 Objectives of the Study

This study was guided by the following general and specific objectives.

1.5.1 General Objective of the Study

The general objective of the study was to investigate the influence of M&E practices on the project performance of NGOs in Kenya.

1.5.2 Specific Objectives

The specific objectives of the study were:

i. To determine the influence of M&E planning practice on the project performance of NGOs in Kenya.

ii. To examine the influence of M&E budgeting practice on the project performance of NGOs in Kenya.

iii. To assess the influence of M&E reporting practice on the project performance of NGOs in Kenya.

1.6 Research Hypotheses

The study sought to test the following hypothesis:

i. **$H_0$1:** There is no significant relationship between M&E planning practice and project performance of NGOs in Kenya

ii. **$H_0$2:** M&E budgeting practice has no significant relationship with project performance of NGOs in Kenya

iii. **$H_0$3:** There is no significant relationship between reporting practice and project performance of NGOs in Kenya

iv. **$H_0$4:** Monitoring and evaluation practices have no significant relationship with project performance of NGOs in Kenya

1.7 Significance of the Study

This study is expected to generate valuable insights that will benefit a wide range of stakeholders involved in project implementation and development planning. By examining how specific M&E practices like planning, budgeting, and reporting affect the performance of NGO implemented projects, the study will contribute to evidence based strategies that enhance accountability, transparency, and overall project effectiveness.

The findings are particularly useful to international funding donors and development partners who rely on performance data to determine funding priorities and assess impact. The national government and county governments will also benefit through better understanding of how to integrate NGO activities into broader development goals and ensure alignment with national development policies. NGOs themselves will be empowered to adopt or refine M&E practices that foster better project delivery, learning, and sustainability. Additionally, other project implementation partners including civil society organizations and private sector collaborators will gain insights on how M&E frameworks can be adapted to suit diverse development contexts.

From a scholarly perspective, the research sought to fill existing gaps in empirical literature on M&E practices in localized contexts such as Machakos County, Kenya, serving as a foundation for future research on project management and development studies. Policymakers may use the study's recommendations to review or design regulatory guidelines that promote effective M&E integration across sectors, while academic

institutions and students will benefit from the study as a reference point for related research themes.

1.8 Scope of Study

The study focused on examining the influence of M&E practices on the project performance of NGOs in Kenya, with specific attention to NGOs implementing projects within Machakos County. The geographical scope was limited to Machakos County due to its strategic location near Nairobi, diverse socio-economic dynamics, and the increasing presence of NGOs executing various development initiatives. This provided an appropriate setting for assessing the effectiveness of M&E practices across diverse operational contexts.

The content scope of the study was confined to three key dimensions of M&E practices: planning, budgeting, and reporting, in order to demonstrate their influence on project performance indicators such as efficiency, effectiveness, relevance, and sustainability. The time scope of the research covered projects that were implemented or monitored in recent years, ensuring that the data and findings reflected current trends and challenges.

Due to budgetary constraints, the study was limited to a manageable number of selected NGOs operating within Machakos County, focusing on those actively engaged in project implementation during the specified period. The population scope included NGOs project managers, M&E officers, and relevant leaders in the community working closely with NGO projects who were directly involved in project oversight and performance monitoring. Methodologically, the study adopted a structured questionnaires approach to ensure comprehensive data collection and analysis. This well-defined scope ensured that the study remained focused, manageable, and capable of generating practical insights relevant to stakeholders in development and project management.

1.9 Delimitation(s) of the Study

This study was geographically delimited to Machakos County, despite the recognition that numerous NGOs operate across other counties in Kenya, implementing equally significant projects. This geographic delimitation was driven by resource constraints and the need for a focused, in-depth analysis within a manageable scope.

The study further excluded other M&E practices that may influence project performance, such as risk management, procurement strategies, and stakeholder conflict resolution mechanisms. While these practices are acknowledged as important, they were considered outside the core objective of this research, which centred specifically on M&E planning, budgeting, and reporting practices. Additionally, the study did not assess the technical design or sector-specific content of NGO projects (e.g., health, education, or agriculture), as these vary considerably and would introduce complexity beyond the intended research boundaries.

In terms of population delimitation, the study engaged only project staff directly involved in M&E functions within NGOs, excluding personnel from other organizations and external consultants. Although their perspectives might have enriched the findings, their inclusion would have complicated data collection and exceeded the study's time and resource constraints.

1.10 Limitations of the Study

Limitations referred to constraints beyond the researcher's control and were often imposed by external circumstances that may have influenced the scope or outcome of the study. First, geographical and infrastructural challenges were anticipated in some parts of Machakos County, including difficult terrain, poor road networks, and unpredictable weather conditions. These factors potentially hindered access to remote NGO project sites,

thereby limiting the range of data collection. Secondly, language barriers arose where some respondents were not fluent in English or Kiswahili which were the primary languages used for data collection an aspect which may have led to misinterpretation or incomplete responses. Although translators were engaged when necessary, certain nuances in responses might still have been lost in translation.

Additionally, the limited availability or willingness of key respondents, due to busy schedules or reluctance to share detailed information, may have restricted the depth and breadth of the data collected. The study also faced the possibility of incomplete or inaccessible secondary data, as some NGOs either did not keep or were unwilling to share project documentation or performance records. To mitigate these limitations, flexible scheduling was employed for interviews, local research assistants fluent in local dialects were engaged, and triangulation was applied using multiple data sources to validate findings. Despite these challenges, all efforts were made to ensure the integrity, reliability, and comprehensiveness of the study results.

1.11 Assumptions of the Study

The study anticipated several underlying assumptions that were critical for yielding valid and meaningful results. First and foremost, it was assumed that all respondents involved in the study particularly M&E officers, project managers, and other key community leaders would be honest, transparent, and willing to provide truthful responses on the questionnaires. Their openness was considered vital to ensuring the credibility of the data collected.

The research further assumed that the sample of NGOs selected for the study was representative of the broader NGO population in Machakos County and that these organizations were either currently implementing or had recently implemented projects

with active M&E components. Another key assumption was that the M&E practices under investigation were adequately documented and operational within the NGOs, and that relevant data would be available for analysis. Additionally, it was presumed that external environmental factors, such as political interference or donor pressure, had not significantly biased the implementation of M&E systems in a manner that would distort the study's findings.

To minimize the potential impact of these assumptions, the researcher carefully designed data collection tools to promote clarity and confidentiality, thereby encouraging genuine participation and reducing bias.

1.12 Theoretical framework

The research focused on appropriate and relevant theories related to M&E practices and their influence on project performance. The theoretical framework of the study was guided by the Theory of Change (ToC) as advanced by Carol Weiss in 1995, The Resource-Based View (RBV) Theory, originally developed by Wernerfelt in 1984 and further refined by Barney in 1991 and the Stakeholder Theory, introduced by Freeman in 1984.These three theories provided the foundation for anchoring the study variables and offered valuable insights into M&E planning practice, M&E budgeting practice, and M&E reporting practice, all of which were examined for their potential influence on the performance of NGO projects. The subsequent sections expounded on each of these theories in detail.

1.12.1 The Theory of Change (ToC)

The Theory of Change (ToC) is a comprehensive framework that articulates the pathway through which desired change is expected to occur in a project or program. Initially conceptualized and promoted by Weiss (1995), ToC has evolved into a central approach in development and evaluation work, especially for Non-Governmental Organizations

(NGOs). It requires planners to outline a clear sequence of outcomes, identify assumptions, and define the causal linkages between interventions and long-term goals. The approach encourages stakeholders to co-create plans by articulating inputs, activities, outputs, outcomes, and impacts in a logical progression. By doing so, the theory fosters better clarity, alignment, and measurement of results.

Several recent studies have successfully applied ToC to understand planning and performance within development contexts. For example, Mulei and Gichure (2021) used the Theory of Change to examine how participatory planning influences the success of rural water projects in Kenya. Similarly, Khalid and Ahmed (2022) applied ToC to evaluate the planning effectiveness of education-based NGO programs in Pakistan, emphasizing its utility in identifying gaps between intended and actual outcomes. In addition, Ngoma and Chileshe (2023) adopted the theory to assess strategic planning practices in community development projects in Zambia, concluding that ToC helps enhance stakeholder ownership and impact forecasting. These studies demonstrate the practical relevance of the Theory of Change in informing planning-related decisions and monitoring processes.

In the context of the present study, ToC provides a suitable lens through which M&E planning practices can be assessed. The theory aligns with planning indicators such as project plans, stakeholder identification, and communication strategies—each of which requires logical sequencing and participatory design. This theoretical foundation will guide the research in analysing how well NGOs in Machakos County develop plans that are logically sound, stakeholder-driven, and results-oriented. It also enables the study to evaluate how these planning elements contribute to improved project performance. Ultimately, ToC helps build a framework for measuring the causal relationship between planning efforts and project success.

1.12.2 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory, originally developed by Wernerfelt (1984) and further refined by Barney (1991), posits that an organization's sustainable competitive advantage stems from the effective acquisition, management, and utilization of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). RBV shifts attention from the external environment to internal capabilities as a primary source of organizational success. This perspective highlights the importance of strategically managing tangible and intangible resources, such as skills, technology, systems, and financial capital, to enhance performance and long-term sustainability. In the context of NGOs, this theory offers a useful framework for examining how internal management practices, particularly budgeting within Monitoring and Evaluation (M&E), can influence the effectiveness and impact of development projects.

Recent studies have applied RBV to analyze performance outcomes in non-profit and public sector settings. For example, Agyemang, Awumbila, and Yeboah (2022) used RBV to demonstrate how strategic financial resource management improved service delivery among NGOs in West Africa. Similarly, Mwangi and Otieno (2021) applied the RBV lens to assess internal capacities and financial planning as performance drivers in donor-funded education projects in Kenya. These studies underscore that resource allocation and budgeting practices are critical internal capabilities that determine how well NGOs can implement, monitor, and sustain development interventions. In relation to M&E budgeting, RBV theory enables a deeper understanding of how the availability and strategic use of financial resources support data systems, stakeholder engagement, reporting, and learning processes, all of which contribute to better project outcomes.

The choice of the RBV theory in this study is informed by its relevance in explaining the influence of internal resource capabilities on project performance. M&E budgeting, as a

key practice, directly reflects how well an organization plans, allocates, and utilizes financial resources to support the monitoring and evaluation function. Guided by RBV, this research will investigate how effective budgeting through cost controls, policy frameworks, and strategic resource allocation acts as a capability that enhances project performance. This theoretical underpinning is instrumental in framing budgeting not merely as a routine administrative task, but as a strategic resource management function that can determine the success or failure of NGO interventions, especially in resource-constrained settings like Machakos County.

1.12.3 Stakeholder Theory

Stakeholder Theory, introduced by Freeman (1984), emphasizes that the success of an organization depends on its ability to manage relationships and meet the needs of all stakeholders, not just shareholders or donors. The theory expands the definition of stakeholders to include any group or individual who can affect or is affected by the achievement of the organization's objectives. In the context of NGOs, stakeholders include project beneficiaries, community leaders, donors, government agencies, and internal project teams. Stakeholder Theory emphasizes transparency, responsiveness, and accountability, making it an appropriate lens for Analyzing monitoring and evaluation (M&E) reporting practices.

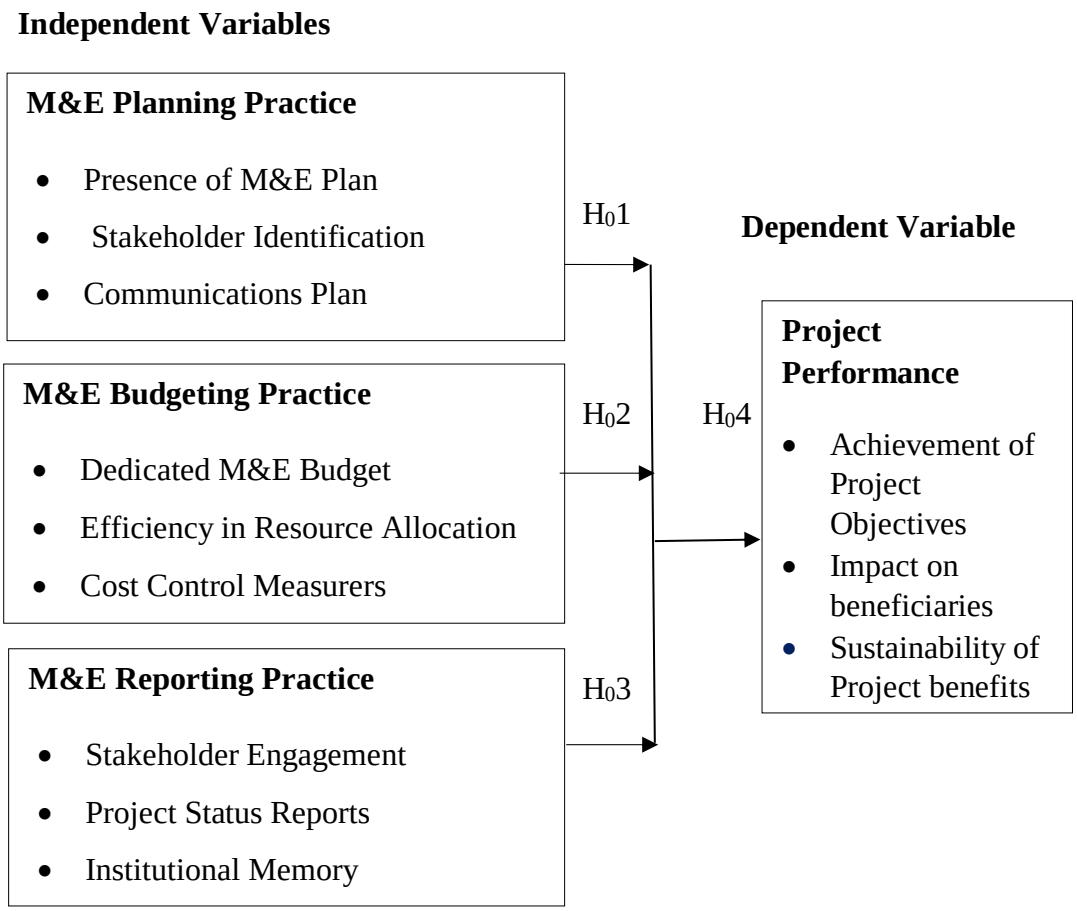
Recent studies have effectively applied Stakeholder Theory to M&E and development project contexts. For example, Mwangi and Njiru (2022) used the theory to demonstrate how inclusive stakeholder engagement in reporting influences donor retention and beneficiary satisfaction among Kenyan NGOs. Similarly, Baffoe and Boakye (2021) examined the role of stakeholder-centred reporting in enhancing project credibility and long-term community buy-in in Ghanaian health sector projects. On a broader scale, Lee and Kang (2023) investigated how development organizations in Southeast Asia utilize

stakeholder-based reporting frameworks to improve program transparency and adaptive learning. These studies highlight the critical role of stakeholder engagement in project communication and decision-making.

For this study, Stakeholder Theory is especially relevant in explaining the independent variable of M&E reporting practices. Effective reporting goes beyond data submission to include feedback loops, project status updates, and preservation of institutional memory—processes that strengthen stakeholder trust and project accountability. The theory will guide this research by framing reporting as a stakeholder-driven function, where communication must be timely, meaningful, and inclusive. Through this lens, the study will explore how NGOs in Machakos County use reporting to enhance project performance, ensure stakeholder alignment, and promote long-term project sustainability.

1.13 Conceptual Framework

The relationship between the variables is shown in Figure 1.1 below; Independent variables were identified as follows; M&E planning practice, M&E budgeting practice and M&E reporting practice. The dependent variable was the project performance.



Source: Researcher (2025)

Figure 1.1: Conceptual framework on M&E practices and NGO project performance

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the empirical literature from past studies that had been conducted in relation to the influence of M&E practices on project performance of NGOs. The review focused literature on M&E planning practices, M&E budgeting practices, M&E reporting practices and their relationship with project performance of NGOs. The literature review was at the end summarized to uncover key assumptions of the study that identified possible knowledge gaps.

2.2 Empirical Literature Review

An empirical review describes the findings and solutions of other researchers who have carried out comparable investigations. An empirical review is a conclusion drawn from empirical evidence and it is a process that uses both direct and indirect experience to acquire knowledge. This is desirable in order to identify the gap that has not been explored and is thus addressed by this current research.

2.2.1 M&E Planning practice and Project Performance

In the United States of America, Holt et al. (2021) conducted a participatory M&E study focused on evaluating the COVID-19 response within a local public health system. The study emphasized the importance of participatory M&E planning elements such as stakeholder inclusion, community data feedback, and transparent communication. These M&E planning practices improved intervention adaptability and accountability. However, this study was limited to a public health context in a developed country, indicating a contextual and sectoral research gap regarding how similar M&E planning frameworks function in NGO-led development projects in resource-constrained regions like Kenya.

The global perspective underscores the relevance of structured planning in achieving better outcomes, thus guiding the need for context-specific research in developing countries.

At the continental level, Muhammed and Abokyi (2025) explored the effectiveness of M&E systems in local government project implementation in Ghana. Their study applied a mixed-methods approach and found that systematic M&E planning, particularly in stakeholder identification and the use of logical frameworks, had a positive effect on project implementation and success. Nonetheless, the study focused on government projects rather than NGOs and did not explicitly examine disaggregated M&E planning elements like communication planning. This reveals a knowledge and population gap within NGO settings in Africa. The present study seeks to fill this gap by exploring how M&E planning influences the performance of NGOs in a Kenyan context, focusing on clear planning structures and tools relevant to non-governmental development projects.

In the East African region, several studies have addressed the role of M&E planning. Eremugo and Okoche (2021) in Uganda, and Herman (2023) in Tanzania, both emphasized that detailed M&E frameworks including stakeholder engagement and project design significantly influence project performance. Similarly, Iribagiza and Kirabo (2024) assessed USAID-sponsored projects in Rwanda, identifying M&E planning as a determinant of efficiency. However, these studies either focused on international donor projects or public institutions, indicating a geographical and organizational gap concerning localized NGO contexts. Additionally, they did not disaggregate planning into key components like communication and project plans. This study addresses those gaps by examining specific M&E planning indicators within NGOs in Machakos County, Kenya.

Nationally in Kenya, several studies have explored M&E planning broadly. Wanjiru et al. (2020), Ouma and Nyang’au (2023), and Murunga and Njoroge (2024) noted that M&E

planning contributes to improved project tracking and performance. Njiru and Thoronjo (2023) highlighted that NGOs face challenges due to weak M&E structures. Ohulo (2022) also reported that many NGOs operate without clear stakeholder mapping or communication strategies. However, most of these studies focused on urban or humanitarian settings such as Nairobi and generalized M&E practices without isolating planning as a distinct variable. This presents a methodological and empirical gap. This study contributes by specifically examining how structured M&E planning practices project plans, communication plans, and stakeholder identification affect project outcomes within NGO projects in a semi-urban and rural Kenyan county.

At the local level, Waweru and Kimathi (2022) studied M&E practices in national government water and sanitation projects in Machakos County. Their findings supported the notion that planning, especially clear implementation roadmaps and stakeholder inclusion, significantly affected performance. However, their study was government-focused, not NGO-oriented, and did not fully explore communication planning or feedback mechanisms. This presents a contextual and application gap within the NGO sector in Machakos. The current study fills this void by examining localized M&E planning practices in NGOs, offering relevant recommendations for improving the effectiveness and sustainability of development interventions in similar counties.

2.2.2 M&E Budgeting Practice and Project Performance

Globally, S. Ngacha and Julie McDonald (2023) examined Monitoring and Evaluation Budgetary Practices on Project Service Delivery using a quantitative survey approach. Their study, published in the Journal of Sustainable Development, demonstrated that adequate M&E budgeting significantly improves project delivery and stakeholder satisfaction. The researchers concluded that clearly defined M&E budget lines, cost-efficiency tracking, and consistent funding are instrumental in enhancing project

outcomes. However, the study was situated in a developed context, making its findings less directly transferable to developing countries where NGOs often operate under tighter financial constraints. This study contributes global insights but creates a contextual and application gap, which the current study addresses by focusing on resource-constrained NGO settings in Machakos County, Kenya.

On the African continent, Letsolo, Wanjiru, and Gaiku (2022) studied the Monitoring Budget Allocation on Performance of Socio-Economic Empowerment Projects and found that dedicated and strategic M&E funding influenced project continuity and long-term success. Similarly, Masvaure and Fish (2022), in their cross-national evaluation of African programs, emphasized the need for strengthening M&E capacity through resource investment. They noted that projects with weak M&E funding structures exhibited poor reporting and reduced impact. Both studies used mixed methodologies and highlighted that M&E budgeting is a critical enabler of effective project management. Nevertheless, their findings mostly generalize across sectors and do not narrow down to NGO-driven projects, revealing a sector-specific knowledge gap. My study intends to narrow this by specifically evaluating NGO project performance within the budgeting context.

Regionally in East Africa, Nadia and Amolo (2025) investigated Enhancing Education Project Outcomes and the Role of Monitoring and Evaluation and discovered that M&E budgeting directly influenced accountability, learning, and stakeholder participation in education-focused NGOs. Likewise, Kwareh, Mgale, and Rwela (2024) studied health projects in Tanzania and emphasized that under-budgeting in M&E reduces data quality and project impact. Both studies offer valuable insights but largely concentrate on sectoral rather than geographic similarities, thus creating a geographical and sectoral contextual gap. This underscores the importance of the present study, which focuses on Machakos County across a range of NGO interventions beyond health and education.

Nationally in Kenya, Lily et al. (2018) analysed M&E Human Resource Capacity on Horticultural Projects and stressed that insufficient budget allocation for M&E hampers staff effectiveness and data utilization. Mbogo and Mirara (2022) highlighted in their study of the International Rescue Committee that budgetary allocation in M&E is essential for project planning and timely evaluation. Thuo and Ndungu (2024), studying road maintenance projects, found that delayed or minimal M&E budgeting resulted in poor project documentation and learning. While these studies offer strong empirical evidence within the Kenyan context, they either focus on specific sectors or national government institutions, presenting a population and contextual gap. My research fills this by examining NGOs specifically operating in Machakos County, thereby extending national knowledge to the NGO domain.

Locally, Kimote and Muchai (2024) conducted a study on donor-funded projects in Machakos County and observed that while M&E frameworks existed, budgeting inconsistencies were common, weakening project feedback mechanisms and decision-making. They recommended harmonized policies and dedicated M&E financial plans. However, their work broadly covers donor projects without a specific focus on NGOs, exposing a contextual and application gap. My research narrows the scope to the NGO sector and investigates the direct influence of budgeting practices on project performance, offering precise insights for policy and practical reform in local NGO management.

2.2.3 M&E Reporting Practice and Project Performance

Global studies have underscored the strategic significance of performance reporting in project success. Morris, Austin, Wilkinson, Algeo, and Candusso (2022), in their study on Project Performance Reporting in New South Wales Local Government, applied a mixed-methods approach and found that structured reporting systems enhanced accountability, transparency, and decision-making efficiency. Despite its valuable insights, the study was

situated within a developed country's local government framework, limiting its applicability to the NGO sector in developing nations. In contrast, the current study focuses on NGOs in Kenya, specifically in Machakos County, addressing a contextual and application gap by examining reporting practices like stakeholder engagement and institutional memory in the performance of development projects in non-profit environments.

At the continental level, Adom and Simatele (2022) examined stakeholder engagement in sustainable water management projects in South Africa and found that inclusive reporting and participatory evaluation approaches were key to long-term sustainability. Similarly, Okafor (2021) studied the influence of M&E systems on project performance across African development projects, highlighting that weak feedback loops and poor documentation practices negatively affected impact realization. Both studies suggest that effective reporting practices improve project outcomes. However, these findings primarily focus on water resource and public-sector development contexts, not NGOs. This leaves a sector-specific gap that the current study addresses by examining how NGO-specific reporting practices affect project performance within a grassroots setting in Machakos.

Regionally within East Africa, Mohamud and Nyandoro (2024) assessed M&E practices in donor-funded water projects in Somalia and identified limited reporting capacity as a barrier to project sustainability. Hassan and Njoroge (2021) similarly found that performance of government programs in Uganda was enhanced by strategic reporting practices. Uwiringiyimana and Gitahi (2022), focusing on NGO projects in Rwanda, emphasized the value of real-time reporting in school feeding programs. Marc, Wafula, and Kirabo (2022) reinforced these findings by revealing that M&E reporting improved NGO project outcomes through timely dissemination of results. However, the temporal and geographical diversity of these studies necessitates a localized understanding—

something my research on NGOs in Machakos County provides by focusing on how specific reporting practices influence the outcomes of NGO-led development initiatives.

Nationally, several studies have investigated M&E reporting in Kenyan project contexts. Matu, Kyalo, Mbugua, and Mulwa (2020) emphasized the role of stakeholder participation and communication in urban transport infrastructure reporting, while Nyabuto and Musembi (2024) studied how performance reports influenced KURA construction projects in Nairobi. Chege and Bowa (2020) specifically explored NGOs implementing education projects and found that M&E reporting enhanced learning outcomes when properly documented. While all these studies confirm the critical role of M&E reporting in project performance, they focus either on infrastructure or education projects in urban centres. This introduces a geographic and programmatic limitation, which the current study addresses by investigating diverse NGO interventions in Machakos County, a semi-rural area.

At the local level, Mutune and Gatobu (2024) investigated M&E practices in education projects funded by Machakos County Government. Using both quantitative and qualitative approaches, they found that reporting mechanisms were poorly integrated and often reactive rather than strategic. Their study points to a need for proactive reporting systems that feed into future planning and sustainability. However, their research was confined to government-funded initiatives, leaving a sectoral gap in understanding how NGOs operating within the same region manage and benefit from M&E reporting. My study seeks to fill this gap by specifically examining the impact of structured reporting practices on the performance of NGO projects in Machakos County.

2.3 Summary of Literature Review and Research Gap

Several studies conducted by previous researchers have been examined and reviewed to provide insight into the relationship between Monitoring and Evaluation (M&E) practices and project performance, particularly within non-governmental organizations (NGOs). After an extensive review of these recent studies, a knowledge gap has been identified. A wide range of research has been carried out globally, continentally, regionally, nationally, and locally, highlighting different aspects of M&E planning, budgeting, and reporting practices. Some of these studies have clearly demonstrated the positive significance of M&E practices on project performance (e.g., Njiru & Thoronjo, 2023; S. Ngacha & McDonald, 2023; Uwiringiyimana & Gitahi, 2022), while others show inconsistent or limited evidence (e.g., Lily et al., 2018; Morris et al., 2022), indicating that the application and effectiveness of M&E practices vary based on institutional context, scope, and geography.

From the literature reviewed, some researchers have identified conceptual gaps, particularly in how M&E practices are structured or theorized in relation to performance outcomes. For instance, Wanjiru et al. (2020), Chege and Bowa (2020), and Iribagiza and Kirabo (2024) noted that while M&E practices are often implemented, the conceptual linkage between individual components (such as planning, budgeting, and reporting) and their influence on project performance remains under-theorized. Others such as Lily et al. (2018) and Okafor (2021) highlighted methodological gaps, pointing out the lack of longitudinal or mixed-method studies and the need for triangulation to validate the effectiveness of M&E interventions. A separate group, including Njiru and Thoronjo (2023), Mutune and Gatobu (2024), and Mohamud and Nyandoro (2024), identified contextual gaps, noting that most prior studies focused on urban or public-sector projects, leaving limited understanding of NGO-specific operations in rural counties like Machakos.

Collectively, these gaps demonstrate that there are still grey areas in the literature where no scientific consensus has been reached, especially in terms of sectoral focus, geographic application, and integrated evaluation of the three M&E practices. This research on Monitoring and Evaluation Practices and Project Performance of NGOs in Kenya: A Case of Machakos County sought to make a contribution to address these gaps by offering empirical evidence rooted in a rural Kenyan context, examining all three M&E practices comprehensively, and using a methodology tailored to non-profit operational settings.

Table 2.1: Summary of Literature Reviewed

Author	**Tile of the study**	**Methodology**	**Key Findings**	**Research Gaps**
Holt, et al. (2021).	Participatory Monitoring and Evaluation of the COVID-19 Response in a Local Public Health System	Participatory M&E methodology	The study emphasized the importance of community-based participatory planning and data collection in M&E for improved transparency, responsiveness, and adaptability of interventions.	The study was centred on public health systems in a developed country setting, revealing a contextual and geographical gap.
Muhammed and Abokyi (2025)	The Effectiveness of Monitoring and Evaluation Systems in Improving the Success of Local Government Project Implementation in Ghana	Mixed-methods approach	Their findings revealed that M&E systems, especially those with clearly defined planning structures and performance indicators, were instrumental in improving project outcomes.	The study was geographically limited to local government entities in Ghana and did not focus on NGOs. This introduces a contextual and empirical gap
Iribagiza and Kirabo (2024	Influence of Project Management Practices on Performance of Projects in Rwanda	Descriptive research design	Findings revealed that project risk management, project planning and M&E impact on project performance	Study did not delve deeply into the specific elements of M&E planning, leaving a gap in understanding the nuanced practices that contribute to enhanced project outcomes.

Herman, A. K. . (2023).	Factors Influencing Monitoring and Evaluation Planning on the Performance of Water Supply Projects in Dodoma City Council.	Descriptive research design	The study found that M&E planning elements significantly influenced the performance of water supply projects.	Contextually limited to public sector infrastructure projects in Tanzania and did not explore NGOs
Eremugo and Okoche (2021),	Influence of Monitoring and Evaluation System Components on the Performance of National Non-Governmental Organizations (NNGOs): A Case of Global Aim Uganda.	Descriptive research design	The study revealed that strong M&E system components—specifically planning, tools, and stakeholder involvement—positively influenced the performance of NGO projects.	The study was contextually focused on a single organization in Uganda, with limited generalizability to broader NGO contexts or another geographical region.
Wanjiru, Kyalo, Mulwa, and Mbugua (2020)	Monitoring and Evaluation Practices and Performance of Livelihood Ventures: Focus; Nairobi Youths Conservation Projects, Kenya.	Descriptive survey design	The study found that effective M&E planning, stakeholder involvement, and timely reporting significantly improved project outcomes	The study focused exclusively on youth conservation projects within an urban context, highlighting a contextual and empirical gap.
Waweru, S. W. & Kimathi. D. (2022).	Project Monitoring and Evaluation Practices on Performance of National Government Water and Sanitation Projects in Machakos County, Kenya	Descriptive survey design	Their key findings revealed that structured M&E frameworks, including planning and stakeholder involvement, positively influenced project delivery, timelines, and sustainability.	The study was limited to government projects and did not include the NGO sector. This presents a contextual and population gap.
Ouma and Nyang'au (2023)	Monitoring and Evaluation Practices and Project Performance in Humanitarian Organizations in Nairobi City County, Kenya	Descriptive research design	The study found that comprehensive planning, timely evaluations, and use of M&E data significantly improved project performance in humanitarian organizations	The research focused on Nairobi-based humanitarian organizations and did not disaggregate M&E planning into specific components This creates a contextual and empirical gap.
Murunga and Njoroge (2024)	Impact of monitoring and evaluation practices on the performance of Health IT projects coordinated from Nairobi, Kenya	Descriptive cross-sectional survey design	The findings highlighted the necessity of integrating detailed M&E plans into project designs for systematic tracking of	The research primarily focused on Health IT projects, suggesting a need for similar studies across different sectors to generalize the findings

			progress and timely corrective actions.	
Njiru andThoronjo(2023)	Analysis of Monitoring and Evaluation Practices on Performance of Non-Governmental Organizations' Project in Kiambu County, Kenya	Descriptive investigative approach	The study established that M&E planning practices particularly the presence of clear project plans significantly influenced the performance of NGO projects.	The study was limited methodologically by its reliance on descriptive analysis without establishing causal relationships, and contextually to Kiambu County
S., Ngacha & Julie, McDonald. (2023).	Monitoring and Evaluation Budgetary Practices on Project Service Delivery	Mixed-methods approach	Findings revealed that projects with well-structured M&E budgets were more likely to achieve service delivery targets due to enhanced tracking, evaluation, and resource utilization.	The main empirical and contextual gap lies in the limited geographical focus and exclusion of NGOs as a sector.
(Letsolo, Wanjiru & Gaiku ,2022).	Monitoring Budget Allocation on Performance of Socio-Economic Empowerment Projects: A Case of Women and Law in Southern Africa Research and Education Trust Project	Mixed-methods approach	The findings revealed that consistent and transparent budget allocation monitoring positively correlates with improved project outcomes, especially in enhancing gender equity and resource utilization.	The study was primarily focused on a single empowerment project and within a narrow gender-based scope. The main contextual and empirical research gap lies in the limited generalizability and sector-specific focus.
Masvaure and Fish (2022)	Strengthening and Measuring Monitoring and Evaluation Capacity in Selected African Programmes	Mixed-methods approach	The study revealed that limited financial resources allocated to M&E activities significantly hindered the ability of programs to conduct timely evaluations, apply data for decision-making, and enhance overall project accountability.	The study focused broadly on capacity development without delving into specific budgeting practices at the organizational level. The key research gap is knowledge/application -based.
Nadia and Amolo (2025)	Enhancing Education Project Outcomes and the Role of Monitoring and Evaluation	Descriptive research design	The findings demonstrated that budgeting for M&E activities significantly enhances	The study was confined to the education sector and largely examined donor-funded projects,

			accountability, cost efficiency, and educational outcomes	thus limiting the generalizability of its findings to diverse NGO contexts. The main research gap is contextual and knowledge-based.
Kwareh, Mgale, and Rwela (2024)	Influence of Monitoring and Evaluation Practices on Performance of Health Projects: Evidence from SIKIKA Project in Dodoma and Dar es Salaam, Tanzania	Descriptive survey design	Their findings revealed that effective budgeting for M&E contributed to improved tracking of project milestones, resource use, and stakeholder reporting	The critical research gap here is contextual and methodological, as their focus was health projects in urban Tanzania without broad applicability to varied NGO contexts in Kenya
Lily, M., Murei, C., Kidombo, H., and Gakuu, C. (2018)	Influence of Monitoring and Evaluation Human Resources Capacity on Performance of Horticulture Projects in Nakuru County, Kenya	Descriptive survey design	The study found that the availability and competence of M&E personnel significantly influenced project performance through improved tracking, resource utilization, and timely reporting.	The study focused primarily on human resource capacity, presenting an empirical and conceptual gap related to M&E budgeting practices
Mbogo and Mirara (2022)	Influence of Budgetary Allocation in Monitoring and Evaluation of Humanitarian Projects Planning: A Case of International Rescue Committee	Descriptive survey design	The study found that adequate budgetary allocation significantly enhances M&E planning, leading to better-prepared projects and improved responsiveness in humanitarian contexts	The study focused exclusively on project planning and did not assess the broader dimensions of project performance presenting an empirical and contextual research gap.
Thuo and Ndungu (2024)	Monitoring and Evaluation Practices and the Performance of Kenya National Highways Authority Road Maintenance Projects in Central Region, Kenya	Descriptive survey design	The findings revealed that effective budgeting for M&E significantly contributed to timely project completion, cost control, and improved infrastructure quality.	Contextual and sectoral gap, as it did not address M&E budgeting practices within NGOs. The study was limited to government infrastructure projects within a specific sector and geographic region.

Kimote and Muchai (2024)	Assessing Approaches to Strengthen Monitoring and Evaluation in Development Projects: Evidence from Donor-Funded Projects in Machakos County, Kenya	Mixed-methods approach	The findings revealed that although donor funding often supports M&E activities, inconsistencies in budgeting frameworks, weak institutional coordination, and inadequate allocation for M&E processes hinder effective project tracking and accountability.	The key research gap identified is contextual and application based; the study broadly addresses donor-funded projects without isolating the specific influence of M&E budgeting practices.
Morris, Austin, Wilkinson, Sara, Algeo, Chivonne, and Candusso, Damian (2022)	Project Performance Reporting in New South Wales Local Government" published in the International Journal of Public Administration	Mixed-methods approach	The study emphasized that structured and timely performance reporting significantly enhances project outcomes. It identified challenges such as lack of standardized reporting formats and inconsistent stakeholder communication.	The study was geographically and sectorally limited to local government contexts in a developed country, with a focus on municipal infrastructure and administrative projects.
Adom and Simatele (2022)	he role of stakeholder engagement in sustainable water resource management in South Africa	Qualitative research approach	The findings underscored the importance of inclusive stakeholder engagement in decision-making, transparency in reporting, and continuous feedback mechanisms to enhance sustainability and accountability.	The study was rooted in environmental resource management within a government-regulated context .This presents a contextual and knowledge gap.
Okafor, A. (2021).	Influence of Monitoring and Evaluation System on the Performance of Projects	Mixed-method approach	The findings underscored that comprehensive M&E systems, particularly regular and structured reporting, significantly improved project oversight, accountability, and overall success.	The study lacked geographical diversity as it focused on a small set of projects within a single region, thereby presenting a contextual research gap.
Mohamud and Nyandoro (2024)	Influence of Monitoring and Evaluation Practices on the Sustainability of Donor-Funded	Descriptive survey design	The research highlighted that comprehensive M&E reporting, particularly involving stakeholder	The study was focused on water sector projects and conducted in a post-conflict region of

	Community Water Projects in Kismayu, Somalia		feedback and regular progress documentation, played a crucial role in maintaining project accountability and sustainability.	Somalia, which presents a contextual and geographical gap.
Hassan and Njoroge (2021)	Influence of Monitoring and Evaluation Planning on the Performance of Government Programs: A Case of Uganda Women Entrepreneurship Program in Busoga Sub-Region, Uganda	descriptive research design	The findings revealed that clear communication strategies, defined objectives, and stakeholder participation in planning stages significantly enhanced program delivery.	The study focused on a government-led initiative rather than on NGOs, presenting a contextual and population gap.
Uwiringiyimana and Gitahi (2022),	Effect of Monitoring and Evaluation on Project Goals in Non-Governmental Organizations: Case of School Feeding Project by Adventist Development and Relief Agency Rwanda	descriptive survey design	The findings revealed that effective M&E practices, especially timely reporting and documentation, positively contributed to the achievement of project goals	The study focused narrowly on a single project within the education sector in Rwanda, which introduces a contextual/geographical and sectoral limitation.
Marc, Wafula, and Kirabo (2022)	Monitoring and Evaluation Practices and Performance of NGOs in Rwanda	descriptive research design	The study analysis revealed that M&E practices, including timely reporting, stakeholder participation, and data utilization, significantly influenced project effectiveness and donor confidence	The study broadly assessed M&E practices as a collective concept and did not disaggregate specific. Additionally, it was conducted in Rwanda, introducing a contextual / geographical research gap.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter covers the research design and methodology that was applied during the study. This included, research site, target population, study sample (Sampling procedure and sample size), data collection (Collection instruments, pilot test, instrument reliability, instrument validity and collection procedures), data processing, methods of data analysis and presentation. Additionally, the study was carried out under the umbrella of legal and ethical considerations.

3.2 Research Design

This study adopted an explanatory research design to guide the collection and analysis of data related to the influence of M&E practices on the performance of NGO projects in Machakos County, Kenya. The explanatory research design is particularly suitable for studies that seek to investigate causal relationships between variables and to explain patterns or phenomena observed in real-world settings (Bundi, 2020). It enabled the researcher to go beyond mere description by examining the underlying reasons and mechanisms through which M&E practices such as planning, budgeting, and reporting impacted project performance outcomes.

This approach was beneficial in establishing cause-and-effect relationships and in testing hypotheses regarding the influence of M&E practices on project outcomes among NGOs. The design was appropriate for the study's aim of collecting quantifiable data from a representative sample of NGO practitioners and stakeholders, and for applying statistical methods to determine whether significant associations existed between the independent and dependent variables (Karimi et al., 2020; Were & Kimaru-Muchai, 2021). Data were

gathered using structured, closed-ended questionnaires, which allowed for consistency in responses and facilitated rigorous statistical analysis. The strength of the explanatory research design lay in its ability to provide evidence-based insights and to support generalizable conclusions about how M&E practices contributed to project performance in the NGO sector operating in similar contexts.

3.3 Research Site and Rationale

The research was conducted in Machakos County, located in the south-eastern region of Kenya and formerly part of the Eastern Province. Geographically, the county bordered Nairobi and Kajiado counties to the west, Kitui County to the east, Makueni County to the south, and Embu and Murang'a counties to the north. The county is characterized by both urban and rural settings, with diverse socio-economic activities ranging from agriculture and trade to emerging industries and development projects.

Machakos County served as a relevant and significant site for the study due to the presence of numerous NGOs actively implementing community-based projects in areas such as health, education, water, sanitation, and socio-economic empowerment. Despite these interventions, the region continues to face persistent development challenges, including poverty, unemployment, food insecurity, and water scarcity. These ongoing issues highlighted the importance of investigating how M&E practices influenced the performance of NGO projects in the region. The selection of Machakos County as the research site was therefore justified by its strategic relevance to the research problem and the potential for the study's findings to contribute to improved project outcomes and development effectiveness in similar contexts.

3.4 Target Population

The target population refers to the entire group of individuals, entities, or elements that possess the specific characteristics relevant to a study from which the researcher intends to draw conclusions. In the context of this study, the target population comprised all 287 NGOs that were actively implementing projects in Machakos County, according to the NGOs Coordination Board of Kenya Sector Report for the year 2021/2022, published in 2023. The unit of analysis for the study was the NGO as an institution, while the units of observation included individuals directly involved in project implementation and oversight. These consisted of one Monitoring and Evaluation (M&E) officer, one project officer, and one community leader affiliated with each NGO, resulting in a total target population of 861 respondents.

Table 3.1: Target Population

Category	Target Population	Percentage (%)
M&E Officer	287	33
Project Officer	287	33
Community Leader	287	34
Total	**861**	**100**

Source: NGOs Coordination Board of Kenya Sector Report (2023)

3.5 Study Sample

3.5.1 Sampling Procedure

A sampling procedure refers to the systematic approach employed by a researcher to select a subset of individuals from a larger population for the purpose of drawing conclusions about the whole (Saunders, Lewis, & Thornhill, 2020). A well-designed sampling procedure ensures that the sample is representative, reduces bias, and enhances the validity and generalizability of research findings. To ensure representativeness and minimize

sampling bias, the study employed stratified random sampling based on three respondent categories: M&E officers, project officers, and community leaders. Within each stratum, simple random sampling was utilized to select individuals from the NGOs, ensuring a balanced representation across different organizational types (e.g., international NGOs versus local NGOs) and geographic distribution within Machakos County. From the target population of 861 potential respondents, the researcher applied Yamane's Formula (1967) to determine a practical sample size. These key informants were selected based on their specific knowledge, expertise, and experience in monitoring and evaluation or project management within the NGO sector.

3.5.2 Study Sample Size

A study sample size refers to the number of individuals selected from a target population to participate in a research study, and it plays a critical role in ensuring the reliability and generalizability of the study findings. A well-determined sample size increases the statistical power of the research and reduces the margin of error, thereby enhancing the validity of conclusions (Creswell & Creswell, 2020). In the context of this study, the target population comprised 861 individuals drawn from three key stakeholder categories within NGOs operating in Machakos County: Monitoring and Evaluation Officers, Project Officers, and Community Leaders. Each of the 287 NGOs contributed one individual from each of these categories, thereby providing a comprehensive representation of both operational and strategic project management perspectives within the NGO sector.

To determine a suitable and statistically valid sample size from the target population, the study adopted Yamane's (1967) formula for sample size determination. This formula is ideal for deriving a sample size from a finite population where the level of precision is known. Yamane's formula is expressed as follow;

$$n = \frac{N}{[1 + N(e)^2]}$$

Where: *n* = Sample size, N = Population size, *e* = Level of precision (commonly set at 0.05 for a 95% confidence level). Applying the formula to this study:

$$n = \frac{861}{[1 + 861(0.05)^2]} = 273$$

As such, the sample size for this study came to 273 respondents. Based on this computation, the study drew a sample size of 273 respondents from the total target population of 861.

To maintain representativeness, the sample was proportionately distributed among the three strata of the Monitoring and Evaluation Officers, Project Officers, and Community Leaders ensuring balanced perspectives across the different operational roles within the NGOs. This approach not only upheld methodological rigor but also ensured the collection of comprehensive data aligned with the study objectives.

3.6 Data collection

3.6.1 Data collection Instruments

Data collection instruments refer to the tools or methods used by researchers to gather information from respondents in order to address the research objectives (Mugenda & Mugenda, 2022). In this study, the researcher employed a structured questionnaire as the primary data collection instrument. A structured questionnaire comprises close-ended questions, allowing for the collection of quantitative data through structured responses.

The questionnaire was carefully developed in alignment with the research objectives and conceptual framework, ensuring that each item reflected a specific variable or indicator under investigation that included, Monitoring and Evaluation Planning, Budgeting, and

Reporting Practices, as well as Project Performance. The close-ended questions were based on a five-point Likert scale ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. This format allowed respondents to express varying levels of agreement or disagreement, thereby facilitating statistical analysis.

3.6.2 Pilot Testing of Research Instruments

Pilot testing of research instruments refers to the process of administering a preliminary version of the data collection tools to a small group of respondents with characteristics like those of the actual study population. This is done to assess the instrument's clarity, consistency, reliability, and validity before conducting the main study (Onyango & Otieno, 2021).

In this study, the researcher conducted a pilot test of the structured questionnaire, which included close-ended questions, to ensure its suitability for effectively capturing the required data. The pilot testing was carried out on a small group of respondents, approximately 10% of the sample size, drawn from NGOs operating in the neighbouring County of Kajiado, which shares similar operational contexts with Machakos County. The purpose of the pilot test was to assess whether the questions were understandable, relevant, and consistently interpreted by different respondents.

3.6.3 Instrument Reliability

Reliability of a research instrument refers to the consistency of results when the same instrument is administered repeatedly to the same group under similar conditions. In this study, reliability was assessed through a pilot test using Cronbach's Alpha coefficient, which measures the internal consistency of the instrument. Cronbach's Alpha evaluates how well a set of items measures a single unidimensional latent construct, with coefficient values ranging between 0.1 and 0.9. According to reliability interpretation guidelines, an

alpha value greater than 0.9 is considered excellent, above 0.8 is good, above 0.7 is acceptable, above 0.6 is questionable, above 0.5 is poor, and below 0.4 is deemed unacceptable (Yin, 2017).

To determine the reliability of the research tool, Cronbach's Alpha was computed for each study variable. The results, summarized in Table 3.2, indicated that M&E Planning Practice had an alpha coefficient of 0.805, M&E Budgeting Practice scored 0.795, and M&E Reporting Practice yielded a coefficient of 0.827. The overall average Cronbach's Alpha was 0.809. These values exceed the minimum acceptable threshold of 0.7, indicating a good level of internal consistency among the items. This aligns with the assertion by Cronbach (1951) that a coefficient of 0.7 or higher denotes acceptable instrument reliability.

Table 3.2: Reliability Test

Variable	Items	Cronbach Alpha coefficient
M&E Planning Practice	8	0.805
M&E Budgeting Practice	8	0.795
M&E Reporting Practice	8	0.827
Average Coefficient		**0.809**

Source: Researcher (2025)

3.6.4 Instrument Validity

To enhance validity, the researcher developed survey questions that were objective and further sought the expertise of the research supervisors and experts in project monitoring and evaluation to scrutinize and ascertain the appropriateness of the instrument for the study. Prior to the data collection exercise, the questionnaires were pre-tested during a pilot study to identify any weaknesses in the instrument for necessary improvement. Participants involved in the pilot test were excluded from the actual research.

3.6.5 Data Collection Procedures

In this study, primary quantitative data was collected using a structured questionnaire. The questionnaire was preferred due to its convenience, ease of administration, and suitability for reaching many participants within a short period. It also minimizes interviewer bias and provided a more confidential environment, thereby encouraging honest responses (Nguyen et al., 2022). The questionnaire was delivered in person using the drop-and-pick method, whereby the data collector visited each NGO to distribute the questionnaire and later collected it. An official introduction letter from the university and the National Commission for Science, Technology, and Innovation (NACOSTI) accompanied the data collection process to ensure legitimacy and credibility.

The questionnaire was structured into three sections: demographic information, questions relating to the independent variables (monitoring and evaluation practices), and questions on the dependent variable (project performance). The close-ended questions were based on a five-point Likert scale to facilitate quantification of responses (Agyemang & Osei-Kyei, 2021). Prior to data collection, the target NGOs were sensitized to the purpose of the study to build trust and cooperation. The data collector requested the most appropriate respondent typically someone knowledgeable in project management and M&E from each organization. Where necessary, the researcher recruited study assistants to assist in questionnaire delivery and retrieval, thereby ensuring a smooth and timely data collection process.

3.7 Data Processing and Analysis

Data processing and analysis are critical components in transforming raw data into meaningful insights that address the study objectives. Once data were collected using structured questionnaires, they underwent data cleaning, coding, and entry into the Statistical Package for Social Sciences (SPSS) version 25 for analysis. Data cleaning

involved checking for completeness, consistency, and accuracy to eliminate errors and ensure reliability. Descriptive statistics such as frequencies, percentages, means, and standard deviations were employed to summarize the demographic characteristics of the respondents and to provide profiles of the study sample. These statistics also helped illustrate the general trends and patterns regarding M&E practices and project performance across the NGOs under study.

Inferential statistical methods were used to explore associations between variables, allowing the researcher to make conclusions or inferences about the population based on data collected from the sample. Before conducting the inferential statistics particularly regression analysis, diagnostic tests, including linearity, normality, multicollinearity, and homoscedasticity were performed to validate the assumptions underlying the chosen statistical model and to ensure the reliability and accuracy of the results. The inferential statistical methods employed included correlation and regression analysis. Pearson's correlation analysis was used to assess the strength and direction of relationships between variables, while regression analysis was conducted to predict the effect of one or more independent variables on a dependent variable. The statistical software SPSS version 25 was used to compute the multiple linear regression model. The key regression output sections included the Model Summary, Analysis of Variance (ANOVA) table and the Coefficients table. The Model Summary provided an overall view of the model's strength, the ANOVA table tested whether the overall regression model was statistically significant, and the Coefficients table identified which monitoring and evaluation practices were the strongest predictors of project performance.

The regression model is demonstrated as shown below,

$$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E}$$

Where, Y = Performance of NGOs projects, β_0 = Constant term, β_1, β_2, and β_3, = coefficients of the respective terms, X_1= M&E Planning Practice, X_2= M&E Budgeting Practice, X_3= M&E Reporting Practice and E= error term.

3.8 Testing of the Assumptions of Regression

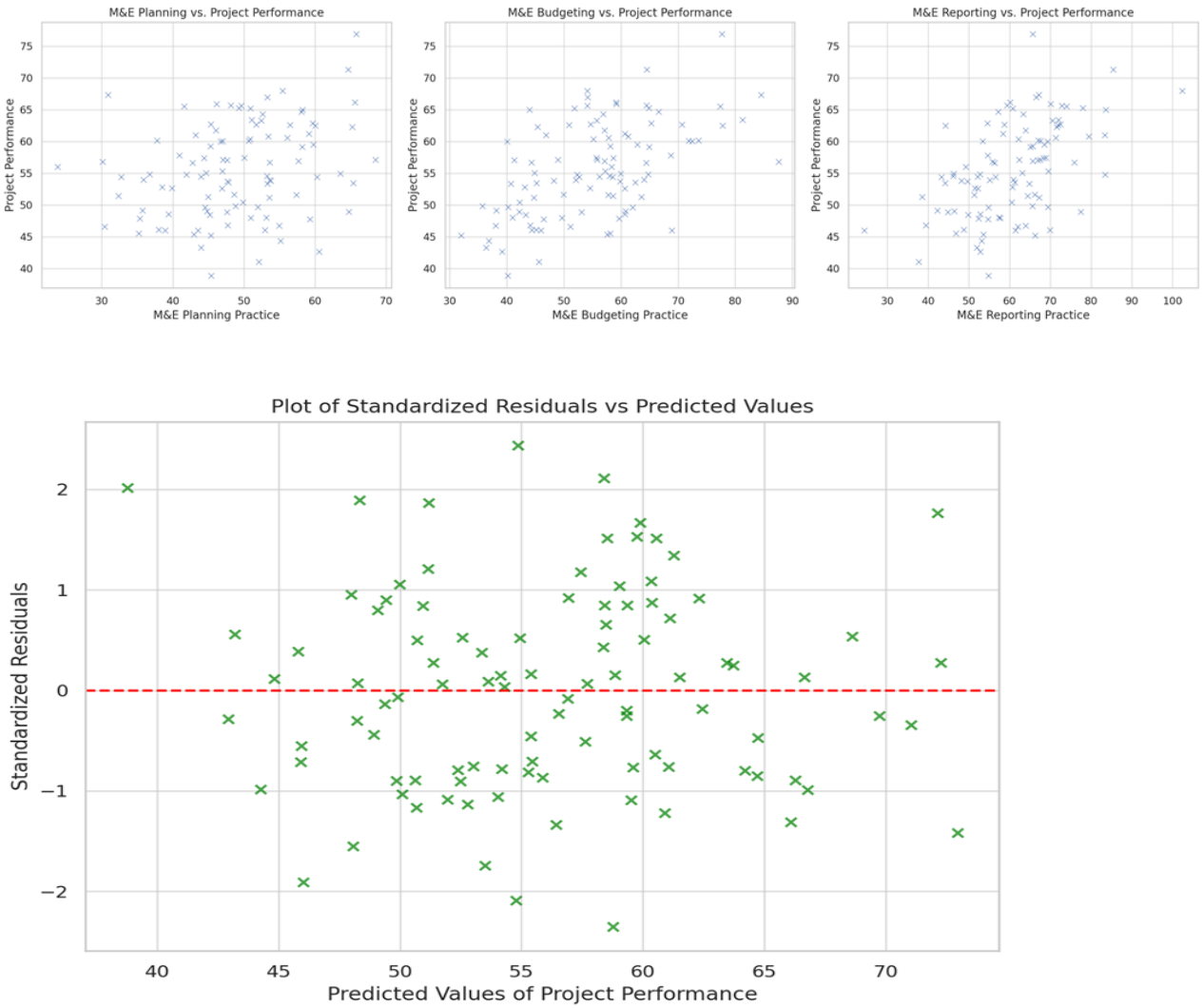
Before conducting data analysis, diagnostic tests were carried out to evaluate the adequacy of the regression model in addressing the research questions and meeting key assumptions. Specifically, tests for linearity, normality, multicollinearity, and heteroscedasticity were performed to ensure the model's appropriateness, reliability, and accuracy as detailed in the sections below.

3.8.1 Linearity Test

Linearity is a fundamental assumption in multiple linear regression, which posits that there should be a straight-line relationship between each independent variable and the dependent variable. Violating this assumption can result in biased estimates and reduced accuracy. In this study, both graphical and statistical techniques were used to assess linearity using SPSS version 25. Scatter plots were generated for each independent variable being M&E planning, budgeting, and reporting practices against project performance, and a visual inspection confirmed the presence of linear patterns.

Further validation was done using standardized residual plots, where random dispersion of residuals around the horizontal axis indicated compliance with the linearity assumption. Additionally, Partial Regression Plots (Component Plus Residual plots) were reviewed to evaluate the individual linear contribution of each independent variable, controlling for others. Based on these graphical analyses as displayed in figure 3.6, the results confirmed that the assumption of linearity was met, supporting the dataset's suitability for multiple regression analysis.

Figure 3.6: Scatter & Standardised Residual plots



Source: Researcher (2025)

3.8.2 Normality Test

In statistical analysis, normality of data is a key assumption for tests such as T-tests, F-tests, and Z-tests. In this study, the Shapiro-Wilk test was used to determine whether the error terms in the regression model followed a normal distribution. According to Smith and Lee (2021), the Shapiro-Wilk test is particularly suitable for small to moderate sample sizes and is widely used in research to test for normality in continuous data. The Shapiro-Wilk test p-value should be above 0.05 for normal distribution and conversely, a p-value

less than 0.05 would suggest non-normality. Table 3.3 presents the results of the normality test, with p-values for all key study variables being in the range of 0.149 to 0.918, which are all above 0.05 for Shapiro-Wilk test. These results confirmed that the data were approximately normally distributed and suitable for regression analysis.

Table 3.3: Normality Test

	Shapiro-Wilk		
Variable	Statistic	Df	Sig.
M&E Planning Practice	.856	169	.471
M&E Budgeting Practice	.817	169	.651
M&E Reporting Practice	.839	169	.918
Project Performance	.967	169	.149

Source: Researcher (2025)

3.8.3 Multicollinearity Test

Multicollinearity refers to a statistical condition in which two or more independent variables in a regression model are highly correlated, making it difficult to determine the individual impact of each variable on the dependent variable. When multicollinearity is present, it can lead to inflated standard errors, wider confidence intervals, and reduced statistical significance of regression coefficients, ultimately undermining the reliability and interpretability of the model. This poses challenges in identifying which variables meaningfully influence the outcome, as their effects may be obscured by overlapping information.

To assess and address potential multicollinearity, this study employed the Variance Inflation Factor (VIF) as a diagnostic tool. VIF measures how much the variance of an estimated regression coefficient increases due to collinearity among the predictors. A VIF of 1 suggests no multicollinearity, values between 1 and 4 are generally acceptable, while values above 4 require closer scrutiny. VIFs exceeding 10 indicate serious

multicollinearity that may compromise model accuracy. In this study, Table 3.4 reports a mean VIF value of 1.45, with all individual values falling within the acceptable range of 1 to 10. These findings confirm that multicollinearity is not a concern, and the dataset is appropriate for regression analysis.

Table 3.4: Test of Multicollinearity

Variable	VIF	Tolerance
M&E Planning Practice	1.48	0.871
M&E Budgeting Practice	1.35	0.657
M&E Reporting Practice	1.52	0.701
Mean VIF	1.45	

Source: Researcher (2025)

3.8.4 Heteroscedasticity Test

Heteroscedasticity testing is an important step in regression analysis used to assess whether the variance of residuals (errors) remains constant across all levels of the independent variables. A core assumption of the linear regression model is homoscedasticity, which implies that the residuals have equal variance across the predicted values. If this assumption is violated, and the residuals display unequal variance, a condition known as heteroscedasticity, the model may produce biased standard errors, leading to incorrect inferences and diminished reliability of statistical tests (Zhou & Lin, 2021). This assumption is also critical in other parametric tests such as the independent samples t-test and ANOVA, which rely on the equality of group variances to ensure accurate results.

In this study, the Breusch-Pagan/Cook-Weisberg test was employed to examine the presence of heteroscedasticity in the residuals. This test evaluates the null hypothesis that the variance of the errors is constant (homoscedastic). A significant p-value (typically less than 0.05) would indicate the presence of heteroscedasticity. However, the results presented in Table 3.5 show a p-value of 0.1742, suggesting that the null hypothesis could

not be rejected. Therefore, the data met the assumption of homoscedasticity, confirming the suitability of the dataset for regression analysis.

Table 3.5: Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Variable		
chi2(1)	=	0.3751
Prob > chi2	=	0.1742

Source: Researcher (2025)

3.9 Hypotheses Test

In this study, hypothesis testing was essential to assess the statistical significance of the relationships between monitoring and evaluation practices and project performance. The hypotheses were tested using the statements outlined in Table 3.6, which guided the evaluation of the null hypotheses. Based on the test results, decisions were made on whether to reject or fail to reject the null hypotheses, thereby informing the study's conclusions.

Table 3.6: Hypotheses Testing

Hypothesis	What is to be tested	Activity
$H_0$1	M&E planning practice has no significant effect on project performance of NGOs in Kenya	When the P Value > significance level, we fail to reject $H_0$1
$H_0$2	M&E budgeting practice has no significant effect on project performance of NGOs in Kenya	When the P Value > significance level, we fail to reject $H_0$2
$H_0$3	M&E reporting practice has no significant effect on the project performance of NGOs in Kenya	When the P Value > significance level, we fail to reject $H_0$3
$H_0$4	M&E Practices has no significant influence on project performance of NGOs in Kenya	When the P Value > significance level, we fail to reject $H_0$4

Source: Researcher (2025)

3.10 Legal and ethical considerations

To remain within the legal and ethical confines, the respondents were requested to provide their informed consent to participate voluntarily and without coercion. They were fully informed about the procedures and any potential risks involved in the research. Equally important, the researcher assured the respondents of confidentiality by ensuring that the data obtained from the study remained anonymous and was used solely for academic purposes. An approval letter was obtained from Africa Nazarene University (ANU), along with a research permit from the Ministry of Education, the National Commission for Science, Technology, and Innovation (NACOSTI). The results of the study were reported with integrity and objectivity, and the researcher strived to uphold honesty in all scientific communications. Lastly, in cases where public disclosure of the proposal might have allowed opponents to undermine future efforts of the study, the researcher sought advice from relevant stakeholders regarding the appropriate level of detail to be disclosed.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the analysis of empirical data collected during the study. It begins by examining the response rate of the targeted participants, followed by an overview of their demographic characteristics. The chapter then provides detailed analysis of the study's three key variables planning practices, M&E budgeting practices, and M&E reporting practices. Data was primarily collected using semi-structured questionnaires.

4.2 Response Rate

Table 4.1 presents the frequency distribution showing the number of participants who completed and those who did not complete the questionnaires. Out of the 273 questionnaires distributed during the fieldwork, 169 were successfully completed and collected for data analysis. This represents a response rate of 62%, which, according to recent research by Saunders et al. (2021), is considered adequate for drawing meaningful conclusions and testing research hypotheses. Therefore, the response rate achieved in this study was deemed enough for subsequent statistical analysis.

Table 4.1: Response Rate

Response Category	Frequency	Percentage
Responded	169	62%
Did not respond	104	38%
Total	**273**	**100%**

Source: Researcher (2025)

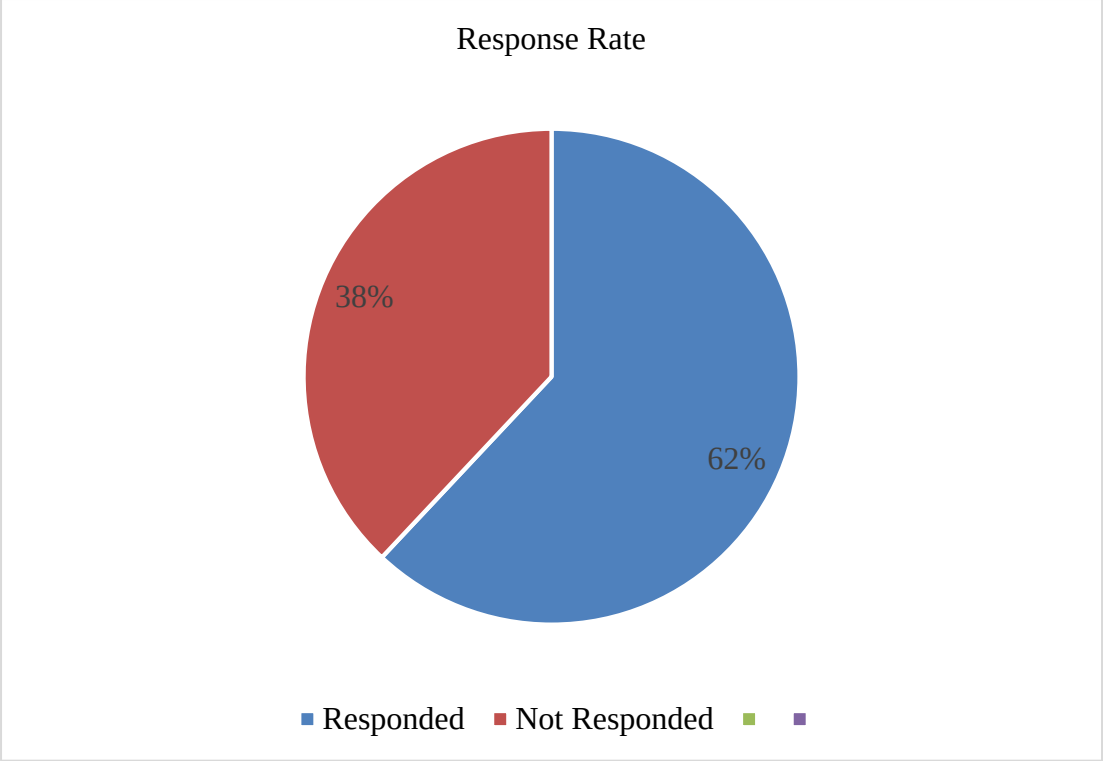


Figure 4.1: Response Rate

4.3 Characteristics of the Respondents

Before presenting the key findings related to the four specific research objectives, the analysis began with an examination of the demographic characteristics of the respondents. This was intended to determine whether the data collected was representative of the broader target population, thereby enhancing the validity and generalizability of the study results. The demographic information is discussed in the subsequent sections.

4.3.1 Gender of the Respondents

To determine the level of gender representation among the study participants, the findings revealed that approximately 67% of the respondents were male, while 33% were female. This indicates that NGO roles in Machakos County are predominantly occupied by male employees. As presented in Table 4.2 and illustrated in Figure 4.1, the results highlight a gender imbalance within the sector. To effectively address the challenges related to project

performance, there is a need for NGOs in the county to promote greater gender inclusivity, ensuring both male and female perspectives are integrated into project planning and implementation.

Table 4.2: Gender of the Respondents

Gender Category	Frequency	Percentage
Male	113	67%
Female	56	33%
Total	**169**	**100%**

Source: Researcher (2025)

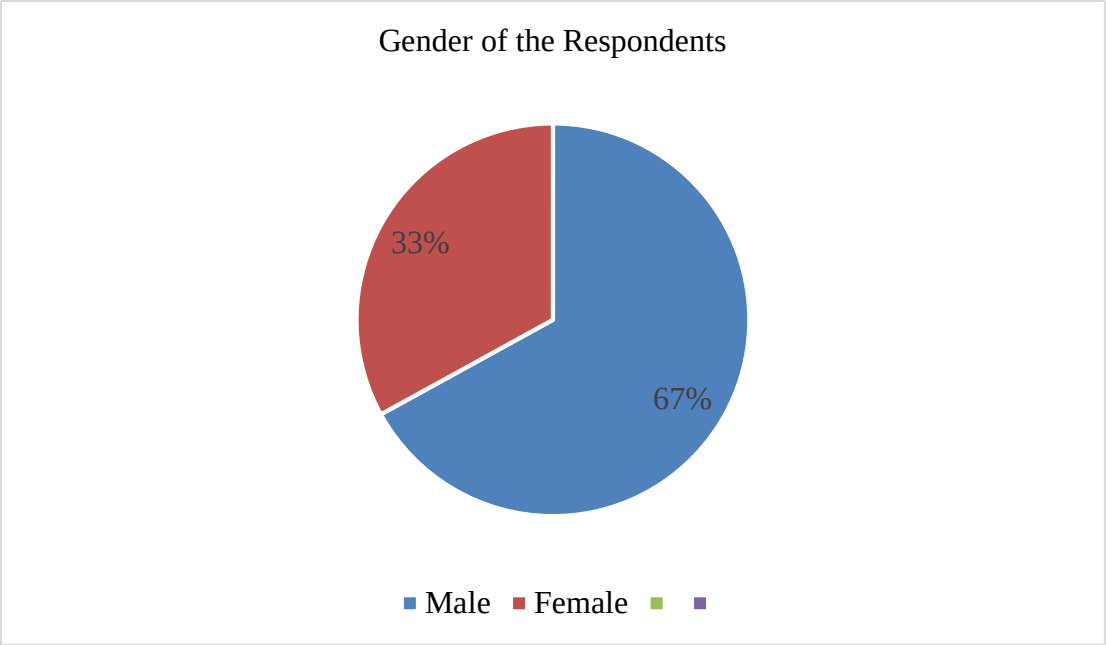


Figure 4.2: Gender of the Respondents

4.3.2 Age of the Respondents

The study also examined the age distribution of respondents to determine the representation of different age groups within NGO offices and the wider community. As

shown in Table 4.3 and illustrated in Figure 4.2, most participants (52%) were aged between 30 and 48 years, while 22% were between 18 and 29 years, and 26% were above 49 years. These findings suggest that NGOs in Machakos County employ a relatively younger workforce compared to older individuals. This demographic trend underscores the importance of ensuring that Monitoring and Evaluation (M&E) practices are clearly communicated and effectively implemented across all age groups to enhance overall project performance.

Table 4.3: Age of the Respondents

Response Category	Frequenc	Percentage
18-29 years	37	22%
30-48 years	88	52%
49 years and above	44	26%
Total	**169**	**100%**

Source: Researcher (2025)

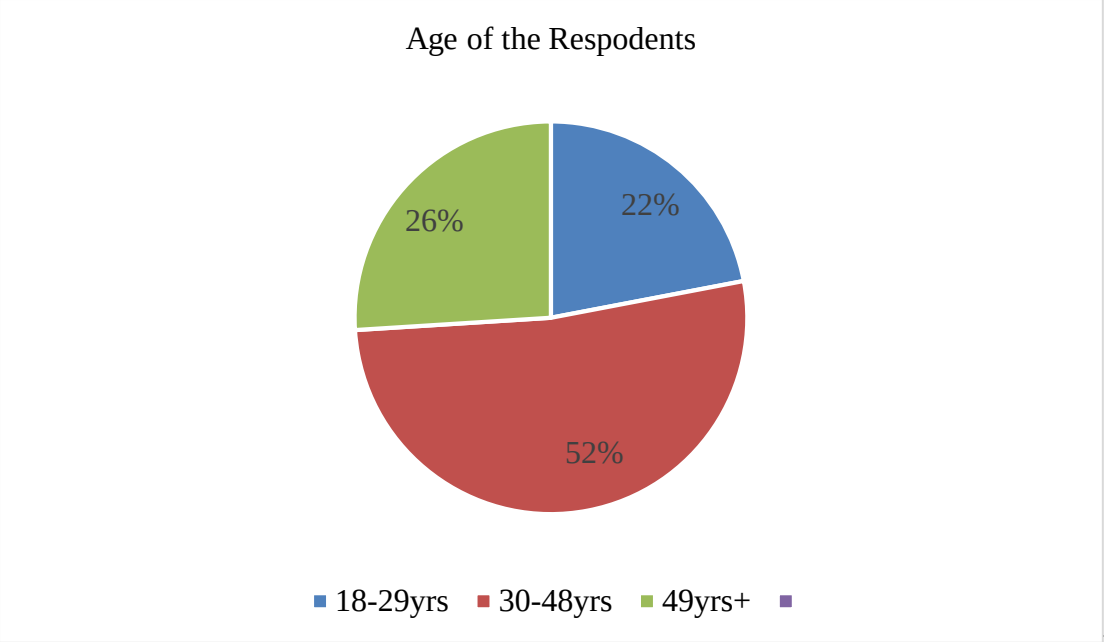


Figure 4.3: Age of the Respondents

4.3.3 Highest Education Level

The target respondents were requested to provide details regarding their highest educational level. The results are shown in Table 4.4.

Table 4.4: Highest Education Level

Education	Frequenc	Percentage
Certificate	14	8.3%
Diploma	21	12.4%
Undergraduate Degree	109	64.5%
Master's degree	22	13.0%
PhD Level	3	1.8%
Total	**169**	**100%**

Source: Researcher (2025)

Table 4.4 presents the distribution of respondents by their highest level of education. The majority (64.5%) held a bachelor's degree, followed by 13.0% who had attained a master's

degree. Additionally, 12.4% of the respondents had a diploma, while 8.3% reported a certificate as their highest qualification. A small proportion (1.8%) held a PhD. These findings indicate that most respondents possessed a high level of education, which is beneficial in understanding and addressing challenges faced by NGOs. Consequently, the respondents were considered sufficiently qualified to provide meaningful insights in response to the questionnaire.

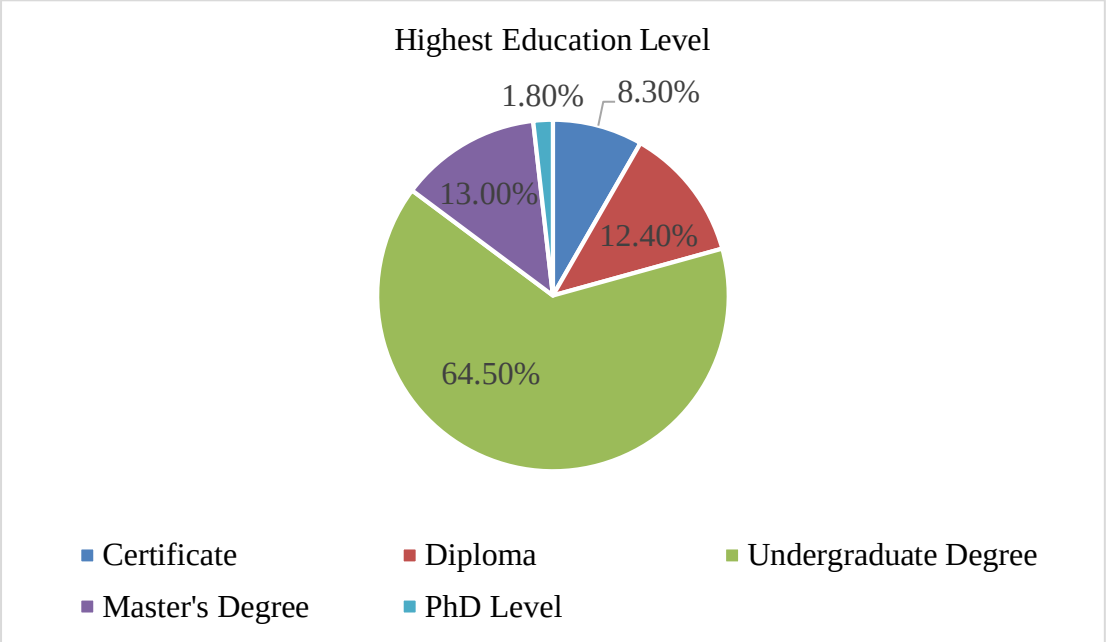


Figure 4.4: Highest Education Level of the Respondents

4.3.4 Number of Years Worked for the NGO

Respondents were requested to declare how long they had worked at the NGO. The results are as shown in Table 4.5. The results presented in Table 4.5 indicate that respondents had varying durations of service with their current employers. Specifically, 52.3% had worked with their organization for 6–10 years, while 40.0% had served for over 10 years.

Table 4.5: Number of Years Worked for the NGO

Education	Frequency	Percentage
Below 1 Year	5	3.0%
Between 1-5 Years	8	4.7%
Between 6-10Years	89	52.3%
Above 10Years	67	40.0%
Total	**169**	**100%**

Source: Researcher (2025)

Additionally, 4.7% had been with their employer for 1–5 years, and 3.0% had less than 1 year of experience. These findings suggest that most respondents had been with their organizations for more than one year, implying they possessed enough institutional knowledge and experience to provide reliable and informed responses for the study.

Figure 4.5: Number of Years Worked for the NGO by the Respondent

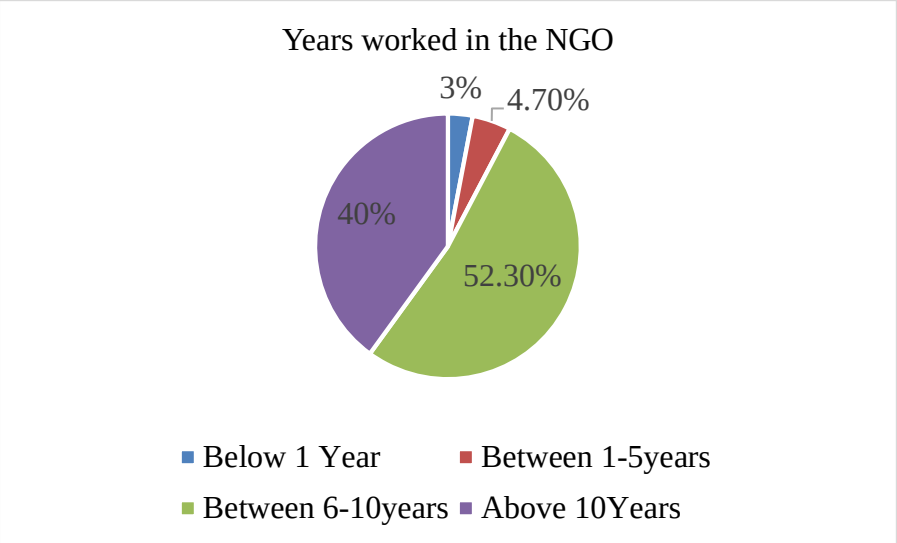


Figure 4.5: Number of Years Worked for the NGO by the Respondent

4.4 Presentation of Research Analysis, Findings and Interpretation

4.4.1 Statistics

Descriptive statistics were employed to analyze and interpret the mean and standard deviation of the collected data, offering insights into the distribution and underlying patterns within the dataset. These statistics served as a basis for subsequent inferential analysis and informed decision-making throughout the research process. Respondents expressed their level of agreement with various statements using a 5-point Likert scale. Each subsection presents the descriptive findings in terms of mean scores and standard deviations.

4.4.1.1 Effect of M&E Planning Practice on Project Performance

The respondents were asked to rate their level of agreement with statements related to M&E Planning Practices in NGOs using a 5-point Likert scale. The results, presented in Table 4.6, indicate that NGOs generally maintain documented and structured M&E plans that are aligned with project goals and objectives, as reflected by a mean score of 3.79 with a standard deviation of 0.80. This suggests that, on average, respondents believe such practices are regularly observed in NGO operations. Additionally, the statement regarding the identification and active engagement of key stakeholders during the M&E planning phase received a mean score of 4.02 with a standard deviation of 0.81. This implies that respondents generally agree that NGOs actively involve key stakeholders in the planning process. Moreover, the data revealed that NGOs have clear communication strategies for disseminating M&E results to relevant stakeholders, also reflected by a mean score of 3.95 with a standard deviation of 0.93. This indicates a shared perception among respondents that NGOs are effective in communicating M&E findings. Overall, the findings portray a positive view of NGOs' M&E planning practices, with an average mean score of 3.92, suggesting that NGOs have put in place a robust framework for developing and

maintaining accessible M&E plans. This framework appears to support the effective alignment of monitoring and evaluation activities with broader project goals and objectives.

Table 4.6 Descriptive Statistics on M&E Planning Practice

Statements	N	Mean	Std Dev
Our organization has a documented and structured M&E plan aligned with project goals and objectives	169	3.79	0.80
Key stakeholders are identified and actively engaged during the M&E planning phase of our projects.	169	4.02	0.81
There is a clear communication strategy in place for sharing M&E results with relevant stakeholders.	169	3.95	0.93
Overall Mean Score	**169**	**3.92**	

Source: Researcher (2025)

4.4.1.2 Effect of M&E Budgeting Practice on Project Performance

The respondents were asked to rate their level of agreement with statements related to M&E budgeting Practices in NGOs using a 5-point Likert scale. The results, presented in Table 4.7 shows the descriptive statistics for M&E budgeting practice where on average, respondents generally view the organizations M&E budgeting practices positively. The mean score of 4.08 with a standard deviation of 0.76 for the statement "A specific and adequate budget is allocated for M&E activities in our projects" indicates a consensus among respondents that their organizations allocate enough budgets to support effective monitoring and evaluation efforts. Additionally, the statement "M&E resources in our organization are allocated in a cost-effective and results-oriented manner" received a mean score of 4.01 with a standard deviation of 0.69, suggesting that while respondents recognize a degree of efficiency in resource allocation, there remains potential for

improvement in ensuring that M&E resources are utilized in the most cost-effective and impact-driven way.

Table 4.7 Descriptive Statistics on M&E Budgeting Practice

Statements	N	Mean	Std Dev
A specific and adequate budget is allocated for M&E activities in our projects	169	4.08	0.76
M&E resources in our organization are allocated in a cost-effective and results-oriented manner.	169	4.01	0.69
Financial controls are in place to ensure accountability and minimize wastage in M&E expenditure.	169	3.57	0.89
Overall Mean Score	**169**	**3.89**	

Source: Researcher (2025)

Furthermore, the mean score of 3.57 with a standard deviation of 0.89 for the statement "Financial controls are in place to ensure accountability and minimize wastage in M&E expenditure" reflects a perception that existing financial controls may be insufficient, highlighting a need for strengthening mechanisms that enhance accountability and reduce wastage in M&E-related spending.

4.4.1.3 Effect of M&E Reporting Practice on Project Performance

The respondents were asked to rate their level of agreement with statements related to M&E reporting practices in NGOs using a 5-point Likert scale. The results are presented in Table 4.8 below. The statement “Project progress and outcome reports are prepared and shared regularly and on time” received a mean score of 3.71 with a standard deviation of 0.63. This indicates that respondents generally hold a moderately positive view regarding the timeliness and regularity of reporting practices, with a relatively consistent level of agreement across responses.

Table 4.8 Descriptive Statistics on M&E Reporting Practice

Statements	N	Mean	Std Dev
Project progress and outcome reports are prepared and shared regularly and on time.	169	3.71	0.63
Stakeholders are actively involved in reviewing and providing feedback on M&E reports.	169	3.12	0.89
M&E reports are used to inform decision-making and improve project strategy and implementation.	169	2.88	1.02
Overall Mean Score	**169**	**3.24**	

Source: Researcher (2025)

In contrast, the statement "Stakeholders are actively involved in reviewing and providing feedback on M&E reports" recorded a mean score of 3.12 and a standard deviation of 0.89. These results suggest that while stakeholder engagement in reviewing M&E reports is acknowledged to some extent, it is not uniformly practiced, and there is noticeable variation in perceptions among respondents. Similarly, the statement "M&E reports are used to inform decision-making and improve project strategy and implementation" had a mean score of 2.88 and a standard deviation of 1.02. The mean score, falling below the midpoint of the 5-point Likert scale, reflects a generally negative perception of the extent to which M&E reports influence decision-making and strategic improvements. The higher standard deviation further indicates significant variability in how respondents perceive the practical use of M&E reports within their organizations.

4.4.1.4 Project Performance of NGOs

Table 4.9 presents the descriptive statistics for various statements related to project performance of NGOs. A total of 169 respondents were asked to rate their views on the project performance of NGOs using a 5-point Likert scale. The first statement, "The projects implemented by our organization consistently achieve their intended goals and deliverables," received a mean score of 2.91 with a standard deviation of 0.99. This mean,

falling below the midpoint of the scale, suggests a generally negative perception of project performance, with notable variability in respondents' opinions.

Table 4.9 Descriptive Statistics on Project Performance

Statements	N	Mean	Std Dev
The projects implemented by our organization consistently achieve their intended goals and deliverables.	169	2.91	0.99
The projects implemented by our organization bring about meaningful and positive change to the target communities.	169	2.75	0.92
The benefits of our projects continue to have a lasting impact in the community after project completion.	169	2.96	0.89
Overall Mean Score	**169**	**2.87**	

Source: Researcher (2025)

The second statement, "The projects implemented by our organization bring about meaningful and positive change to the target communities," yielded a lower mean score of 2.96 and a standard deviation of 0.89, indicating an even less favourable perception, though with slightly less variability in responses. The third statement, "The benefits of the projects implemented by our organization continue to have a lasting impact in the community after their completion," had a mean score of 2.75 with a standard deviation of 0.92. This score represents a neutral perception, suggesting uncertainty among respondents regarding the sustainability of project outcomes. The overall mean score across all statements was 2.87, slightly below the midpoint of the Likert scale, reflecting a neutral to mildly negative overall view of NGO project performance. The standard deviations across the items point to varying degrees of agreement among respondents, underscoring the need for further attention to both effectiveness and sustainability in project implementation.

4.4.2 Inferential Statistics

Inferential statistical analyses were conducted to examine the relationship between M&E practices and the project performance of NGOs in Kenya. Additionally, the analysis aimed to determine the combined effect of the different components of M&E practices on project performance. The findings from these analyses are presented in the subsequent sections.

4.4.2.1 Correlation Analysis

Correlation analysis was done to establish the association between M&E practices and project performance. The findings were as shown in table 4.10 below;

Table 4.10 Correlation Analysis

		Project Performance	M&E Planning Practice	M&E Budgeting Practice	M&E Reporting Practice
Project Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
M&E Planning Practice	Pearson Correlation	.654**	1		
	Sig. (2-tailed)	.000			
M&E Budgeting Practice	Pearson Correlation	.711**	.872**	1	
	Sig. (2-tailed)	.000	.000		
M&E Reporting Practice	Pearson Correlation	.602**	.652**	.759**	1
	Sig. (2-tailed)	.000	.000	.000	

**Correlation is significant at the level 0.01 level(2-tailed)

b. Listwise N=169

Source: Researcher (2025)

The correlation analysis revealed a positive and statistically significant relationship between M&E planning practice and project performance, as indicated by a Pearson correlation coefficient of 0.654 and a p-value of 0.000. This suggests that effective M&E planning practices contribute to enhanced project performance. Similarly, the results showed a strong and significant association between M&E budgeting practice and project performance, with a Pearson correlation coefficient of 0.711 and a p-value of 0.000, implying that sound budgeting practices positively influence project sustainability and outcomes. Additionally, the findings demonstrated a strong and significant relationship between M&E reporting practice and project performance, evidenced by a Pearson correlation coefficient of 0.602 and a p-value of 0.000. This indicates that improvements in M&E reporting practices are strongly linked to better project performance.

4.4.2.2 Regression Analysis

The regression analysis was conducted to assess the influence of the independent variables on the dependent variable. The results are presented through the model summary, ANOVA, and coefficients tables. The model summary indicates the extent to which the variation in the dependent variable is explained by the independent variables included in the model. The ANOVA table evaluates whether the overall regression model is statistically significant in predicting the dependent variable. Lastly, the coefficients table provides estimates of the strength and direction of the relationships between the independent and dependent variables. The detailed findings are presented in the subsequent tables.

4.4.2.2.1 Regression Analysis for M&E Planning Practice and Project Performance

The regression analysis assessed the effect of M&E Planning Practice on Project Performance. As presented in Table 4.11, the model yielded an R square value of 0.213, indicating that M&E Planning Practice accounts for 21.3% of the variation in Project

Performance. The remaining 78.7% of the variation is attributable to other factors not captured within the scope of this study.

Table 4.11 Model Fitness for M&E Planning Practice and Project Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.462[a]	.213	.210	.490921

a. Predictors:(Constant), M&E Planning Practice

Source: Researcher (2025)

The ANOVA results presented in Table 4.12 indicate that the overall model assessing the relationship between M&E Planning Practice and Project Performance is statistically significant. This is supported by a p-value of 0.000, which is well below the 0.05 threshold, confirming the model's significance at the 95% confidence level.

Table 4.12 ANOVA Results for M&E Planning Practice and Project Performance

Model	R	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.453	1	13.453	45.649	.000[b]
	Residual	46.237	167	.290		
	Total	59.690	168			

a. Predictors:(Constant), Project Performance
b. Predictors:(Constant), M&E Planning Practice

Source: Researcher (2025)

The regression coefficient results in table 4.13 revealed that M&E Planning Practice has a positive and statistically significant relationship with project performance, as indicated by a beta coefficient of $\beta = 0.563$ and a p-value of 0.000. This implies that a one-unit increase in M&E Planning Practice is associated with a 0.563-unit improvement in project performance, holding the other factors constant. Additionally, the observed t-value of 5.342 exceeds the critical t-value of 1.96, further confirming the significance of this relationship.

Table 4.13 Regression Coefficients for M&E Planning Practice and Project Performance

Model		Unstandardized Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.034	.219		3.402	.001
	M&E Planning Practice	.563	.181	.462	5.342	.000

a. Dependent Variable: Project Performance

Source: Researcher (2025)

Y= 1.034 + 0.563X

where; Y= Project Performance and X= M&E Planning Practice

4.4.2.2.2 Regression Analysis for M&E Budgeting Practice and Project Performance

Regression analysis was conducted to assess the effect of M&E Budgeting Practice on Project Performance. As presented in Table 4.14, the model fit results indicated an R square value of 0.242, suggesting that M&E Budgeting Practice accounts for 24.2% of the variation in Project Performance.

Table 4.14 Model Fitness for M&E Budgeting Practice and Project Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.492[a]	.242	.240	.580954

a. Predictors:(Constant), M&E Budgeting Practice

Source: Researcher (2025)

The ANOVA results presented in Table 4.15 demonstrated that the overall model used to examine the relationship between M&E Budgeting Practice and Project Performance was statistically significant. This is supported by a p-value of 0.000, which is below the 0.05 threshold at the 95% confidence level.

Table 4.15 ANOVA Results for M&E Budgeting Practice and Project Performance

Model	R	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.579	1	14.579	43.525	.000[b]
	Residual	43.981	167	.298		
	Total	58.560	168			

a. Predictors:(Constant), Project Performance
b. Predictors:(Constant), M&E Budgeting Practice

Source: Researcher (2025)

The regression coefficient results in table 4.16 indicated that M&E Budgeting Practice has a positive and significant relationship with project performance ($\beta = 0.498$, $p = 0.000$). This implies that a one-unit increase in M&E Budgeting Practice is associated with a 0.498 increase in project performance. The significance of this relationship is further reinforced by a t-statistic of 5.744, which exceeds the critical t-value of 1.96, confirming the strength and reliability of the findings.

Table 4.16 Regression Coefficients for M&E Budgeting Practice and Project Performance

		Unstandardized Coefficients		Standardised Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.097	.324		3.879	.000
	M&E Budgeting Practice	.498	.073	.492	5.744	.000

a. Dependent Variable: Project Performance

Source: Researcher (2025)

Y= 1.097 + 0.498X
where;
Y= Project Performance and X= M&E Budgeting Practice

4.4.2.2.3 Regression Analysis for M&E Reporting Practice and Project Performance

The variables were subjected to regression analysis to assess the effect of M&E Reporting Practice on Project Performance. The model fitness results, as presented in Table 4.17, revealed an R square value of 0.536. This indicates that M&E Reporting Practice accounts for 53.6% of the variation in project performance, with the remaining 46.4% attributable to other factors not captured in the model.

Table 4.17 Model Fitness for M&E Reporting Practice and Project Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.732[a]	.536	.530	.47249

a. Predictors:(Constant), M&E Reporting Practice

Source: Researcher (2025)

The ANOVA results presented in Table 4.18 demonstrate that the overall model assessing the relationship between M&E Reporting Practice and project performance was statistically significant. This is evidenced by a p-value of 0.000, which is well below the 0.05 threshold at a 95% confidence level, indicating that the model provides a good fit for the data.

Table 4.18 ANOVA Results for M&E Reporting Practice and Project Performance

Model	R	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.403	1	29.403	159.316	.000[b]
	Residual	27.920	167	.201		
	Total	57.323	168			

a. Predictors:(Constant), Project Performance
b. Predictors:(Constant), M&E Reporting Practice

Source: Researcher (2025)

The regression coefficient results in table 4.19 indicated that M&E Reporting Practice had a positive and significant relationship with project performance ($\beta = 0.865$, $p = 0.000$).

This implies that a one-unit increase in M&E Reporting Practice would result in a 0.865 increase in project performance. The computed t-value of 11.921 exceeded the critical value of 1.96, further confirming the statistical significance of the relationship between M&E Reporting Practice and project performance.

Table 4.19 Regression Coefficients for M&E Reporting Practice and Project Performance

		Unstandardized Coefficients		Standardised Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.105	.272		.521	.000
	M&E Reporting Practice	.865	.073	.732	11.921	.000

a. Dependent Variable: Project Performance

Source: Researcher (2025)

Y= 0.105 + 0.865X where;

Y= Project Performance and X= M&E Reporting Practice

4.4.2.2.4 Regression Analysis for M&E Practices and Project Performance

A multiple regression analysis was conducted to assess the combined effect of M&E practices (M&E planning practice, M&E budgeting practice, and M&E reporting practice) on project performance among NGOs in Machakos County. As presented in Table 4.20, the model yielded an R square value of 0.522, indicating that these M&E practices (M&E planning practice, M&E budgeting practice, and M&E reporting practice) collectively account for 52.2% of the variation in project performance.

Table 4.20 Overall Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.721[a]	.522	.517	.480321

a. Predictors:(Constant), M&E planning practice, M&E budgeting practice, M&E reporting practice

Source: Researcher (2025)

The ANOVA results presented in Table 4.21 show that the overall model examining the relationship between M&E practices (M&E planning practice, M&E budgeting practice, and M&E reporting practice) and project performance was statistically significant. This is evidenced by a p-value of 0.000, which is below the 0.05 threshold at a 95% confidence level, indicating that the model reliably predicts project performance based on the selected M&E practices.

Table 4.21 ANOVA Results for the Overall Model

Model	R	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.933	3	7.942	40.024	.000[b]
	Residual	27.604	165	.187		
	Total	59.537	168			

a. Predictors:(Constant), Project Performance
b. Predictors:(Constant), M&E planning practice, M&E budgeting practice, M&E reporting practice

Source: Researcher (2025)

The extent of the effect of M&E planning practice, M&E budgeting practice, M&E reporting practice on project performance is demonstrated by regression coefficient results on the table 4.22 below:

Table 4.22 Regression Coefficients for the Overall Model

Model		Unstandardized Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
	(Constant)	.367	.219		5.097	.000
	M&E planning practice	.489	.087	.421	5.862	.000
	M&E budgeting practice	.301	.055	.403	4.801	.000
	M&E reporting practice	.902	.065	.852	11.303	.000

a. Dependent Variable: Project Performance

Source: Researcher (2025)

The multiple regression model used is illustrated below:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon,}$$

where;

Y denoted project pperformance

β_0 denoted constant

X_1 represented M&E planning practice

X_2 represented M&E budgeting practice

X_3 represented M&E reporting practice

ε was the error term when there was assumed normal distribution

β_1, β_2, β_3, denote independent variable coefficients

The regression model was substituted as below.

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon,}$$

$$\mathbf{Y = 0.367 + 0.489 X_1 + 0.301 X_2 + 0.902 X_3}$$

Interpretation of the regression results indicates that a unit increase in M&E planning practice, M&E budgeting practice, and M&E reporting practice would lead to

improvements in project performance by 0.489, 0.301, and 0.902 units respectively, assuming all other factors remain constant. Among the three variables examined, M&E reporting practice ($\beta_3 = 0.902$) demonstrated the strongest influence on project performance, while M&E budgeting practice ($\beta_2 = 0.301$) had the least effect. Additionally, the regression intercept ($\beta = 0.367$, $p < 0.05$) suggests that project performance would remain significant even in the absence of changes in the three predictor variables. These findings highlight the critical role of M&E practices particularly reporting in enhancing the effectiveness of NGO projects. Therefore, it is recommended that managers and policymakers prioritize strengthening all three aspects of M&E to drive improved project outcomes.

4.4.3 Hypothesis Testing

The hypotheses were tested using regression analysis. The criteria for accepting or rejecting the null hypothesis (H_0) were based on the significance level (p-value). Specifically, if the p-value exceeded 0.05, the null hypothesis was not rejected, indicating no statistically significant relationship. Conversely, if the p-value was less than 0.05, the null hypothesis was rejected, signifying a statistically significant relationship between the variables.

4.4.3.1 M&E Planning Practice and Project Performance

The first null hypothesis of the study, H_01, posited that M&E planning practice has no significant effect on project performance of NGOs in Kenya. However, the results presented in Table 4.22 indicate a p-value of 0.000, which is less than the significance threshold of 0.05. Consequently, the null hypothesis is rejected, suggesting a statistically significant effect of M&E planning practice on project performance. Furthermore, the regression coefficient ($\beta = 0.489$, $p = 0.000$) confirms a positive and significant relationship between M&E planning practice and project performance. These findings

underscore the importance of M&E planning as a key determinant of effective project outcomes among NGOs in Kenya.

4.4.3.2 M&E Budgeting Practice and Project Performance.

The second null hypothesis of the study, $H_0 2$, stated that M&E budgeting practice has no significant effect on project performance of NGOs in Kenya. However, the results presented in Table 4.22 reveal a p-value of 0.000, which is below the 0.05 significance threshold. As a result, the null hypothesis is rejected, indicating a statistically significant effect of M&E budgeting practice on project performance. The regression coefficient ($\beta = 0.301$, $p = 0.000$) further confirms a positive and significant relationship between M&E budgeting practice and project performance. These findings demonstrate that M&E budgeting practice is a critical factor influencing the effectiveness of NGO projects in Kenya.

4.4.3.3 M&E Reporting Practice and Project Performance

The third null hypothesis of this study, $H_0 3$, proposed that M&E reporting practice has no significant effect on the project performance of NGOs in Kenya. However, the results presented in Table 4.22 indicate a p-value of 0.000, which is less than the 0.05 significance level. Consequently, the null hypothesis is rejected, confirming that M&E reporting practice has a statistically significant effect on project performance. The regression coefficient ($\beta = 0.902$, $p = 0.000$) demonstrates a strong positive and significant relationship between M&E reporting practice and project performance. These findings underscore that M&E reporting practice is a key determinant of the success and effectiveness of NGO projects in Kenya.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the discussion, summary, conclusion, and recommendations of the study. Each section is structured in alignment with the research objectives. Additionally, the chapter offers recommendations for improving current practices and outlines areas for further research.

5.2 Discussions

The primary objective of this study was to examine the influence of M&E practices on the performance of NGO projects in Kenya, with Machakos County serving as the focal research site. The study was guided by the Theory of Change and supported by the Results-Based Management Theory and Systems Theory. Project performance served as the dependent variable and was assessed using statements rated on a 5-point Likert scale. The independent variables included M&E planning practice, M&E budgeting practice, and M&E reporting practice. an explanatory research design was employed to guide the study.

The target population comprised 861 individuals, including M&E officers, project officers, and local community leaders who work closely with NGO projects. Primary data were collected through a structured questionnaire administered to a sample of 273 respondents using Google Forms. Following concerted follow-up efforts by the researcher, 169 completed questionnaires were returned, yielding a response rate of 62%. Data analysis involved the use of descriptive statistics, correlation, and regression analyses. A simple linear regression model, supported by t-statistics, was used to determine the individual contribution of each independent variable to project performance.

5.2.1 M&E Planning Practice and Project Performance

The first objective of this study was to evaluate the influence of M&E planning practice on the performance of NGO projects in Kenya, with a specific focus on Machakos County. The findings revealed that NGOs in the region have widely embraced M&E planning practices. This was evidenced by mean scores exceeding 3.0 on a five-point Likert scale across various indicators measuring M&E planning, indicating a generally positive perception among respondents.

To determine the relationship between M&E planning and project performance, a correlation analysis was conducted. The results indicated a significant and positive association between M&E planning practice and project performance. Consequently, the null hypothesis was rejected. Regression analysis further confirmed that a unit increase in M&E planning practice leads to a 0.489 improvement in project performance. These findings affirm the crucial role of effective planning in enhancing the overall success and outcomes of NGO projects in Machakos County and, by extension, across Kenya.

Recent empirical studies support the findings of this research. For instance, a study by Kilonzo and Wanyoike (2021) on NGOs in Nakuru County revealed that comprehensive M&E planning significantly enhanced project outcomes and stakeholder satisfaction. Similarly, Mwangi and Gikonyo (2022) found that clearly defined M&E frameworks improved project delivery timelines and resource utilization in health-focused NGOs in Nairobi. More recently, Otieno et al. (2023) examined community development projects in Kisumu County and established that early stakeholder involvement and structured M&E planning directly correlated with improved project accountability and impact. These studies consistently highlight M&E planning as a foundational component of successful project implementation.

5.2.2 M&E Budgeting Practice and Project Performance

The second objective of this study was to assess the influence of M&E budgeting practice on project performance among NGOs in Kenya. Descriptive analysis revealed that NGOs have generally embraced M&E budgeting practices. Respondents indicated a positive perception of their organizations' ability to allocate specific and enough budgets for M&E activities. However, areas for improvement were noted, particularly in the optimal use of M&E resources to maximize impact and cost-efficiency. Additionally, low mean scores relating to financial controls for M&E activities suggested gaps in accountability measures and highlighted a need to enhance mechanisms that reduce resource wastage and strengthen financial oversight in M&E implementation.

Correlation analysis was conducted to evaluate the strength of the relationship between M&E budgeting practice and project performance. The results showed a positive and statistically significant relationship. Specifically, a unit increase in M&E budgeting practice was associated with a 0.301-unit increase in project performance. These findings underscore the importance of well-structured budgeting processes in driving improved outcomes in NGO projects. Based on the statistical evidence, the null hypothesis was rejected, confirming that M&E budgeting practice significantly influences project performance in NGOs operating in Kenya.

Recent studies further validate these findings. Kimani and Otieno (2021) found that NGOs in Kiambu County that incorporated detailed M&E budgets experienced better project tracking and delivery. Similarly, Njeri and Mwangi (2022) revealed that allocating sufficient financial resources for M&E improved transparency and efficiency in NGO-led education initiatives in Nairobi. In another study, Wekesa et al. (2023) discovered that consistent M&E budgeting positively impacted health project outcomes in Kakamega by facilitating timely evaluation activities and minimizing resource misallocation. These

findings consistently demonstrate that strategic budgeting for M&E is essential for enhancing the effectiveness and impact of NGO projects.

5.2.3 M&E Reporting Practice and Project Performance

The third objective of this study was to examine the influence of M&E reporting practice on project performance among NGOs in Kenya. Descriptive analysis revealed that NGOs in Machakos County widely practice M&E reporting. The findings also indicated that there is a moderately positive perception regarding the organizations' ability to prepare and disseminate timely project progress and outcome reports. However, the results highlighted the need for improvement in stakeholder engagement, particularly in reviewing and providing feedback on M&E reports, which could further strengthen the effectiveness of reporting processes.

Correlation analysis showed a positive and significant relationship between M&E reporting practice and project performance. These findings suggest that improvements in reporting practices are likely to be accompanied by better project performance outcomes. Regression analysis reinforced this conclusion, revealing that a unit change in M&E reporting practice leads to a 0.902 unit increase in project performance. Given the strength and significance of this relationship, the null hypothesis was rejected, affirming that M&E reporting practice has a substantial and positive impact on project performance among NGOs in Kenya.

These findings align with recent studies that emphasize the importance of effective M&E reporting in enhancing project success. For instance, Musyoka and Otieno (2021) found that NGOs implementing structured reporting systems in Nairobi achieved greater transparency and improved donor confidence. Similarly, Chebet and Kiptoo (2022) observed that timely and participatory M&E reporting significantly boosted the

performance of livelihood projects in Uasin Gishu County. In another study, Mwikali and Karani (2023) noted that comprehensive reporting practices in health-focused NGOs improved resource utilization and decision-making. Collectively, these studies corroborate the current findings that robust M&E reporting enhances project outcomes and organizational performance.

5.3 Summary of Main Findings

The primary aim of this study was to assess the influence of M&E practices on the performance of NGO projects in Kenya, with a specific focus on Machakos County. The study was guided by three specific objectives: to examine the effect of M&E planning practice, M&E budgeting practice, and M&E reporting practice on project performance among NGOs. A descriptive survey research design was employed, and data were collected using structured questionnaires. The target respondents were 169 individuals, including M&E officers, project officers, and community leaders closely involved with NGO projects. Data analysis involved the use of descriptive statistics, correlation, and regression analysis, facilitated by SPSS version 25. Descriptive statistics were used to summarize means and standard deviations, while inferential statistics were used to establish relationships between M&E practices and project performance.

Regarding M&E planning practices, descriptive results indicated that NGOs in Machakos County had largely embraced structured and documented M&E plans aligned with their project goals and objectives. These organizations had clearly identified stakeholders who were actively engaged during the planning phase, alongside well-established communication strategies to disseminate M&E results. Regression analysis confirmed a statistically significant and positive relationship between M&E planning practices and project performance, suggesting that effective planning enhances project outcomes.

In relation to M&E budgeting practices, the findings showed that NGOs had integrated budgeting into their M&E frameworks. While respondents generally viewed budget allocation for M&E activities positively, the analysis pointed to areas needing improvement—particularly in maximizing the cost-effectiveness and impact of M&E spending. Additionally, there were concerns about the adequacy of financial controls, indicating a need for stronger accountability frameworks to prevent resource wastage. Both correlation and regression analyses supported a significant positive influence of M&E budgeting practices on project performance.

With respect to M&E reporting practices, the study found that NGOs widely practiced regular and structured reporting. The descriptive findings revealed a moderately favourable perception of the organizations' capacity to produce and distribute timely progress and outcome reports. Nonetheless, the study identified a gap in stakeholder involvement in reviewing and providing feedback on reports. Enhancing this engagement could further improve the quality and usefulness of reporting processes. The regression and correlation results confirmed that M&E reporting practice has a significant and positive impact on project performance among NGOs in Machakos County.

In summary, the study established that M&E planning, budgeting, and reporting practices each have a statistically significant and positive influence on the performance of NGO projects. These findings underscore the importance of strengthening all components of M&E systems to enhance accountability, efficiency, and overall project success.

5.4 Conclusions

This section presents the key conclusions derived from the study's findings in relation to each research objective. The study concludes that M&E planning practice is a pivotal factor in enhancing the performance of NGO projects in Kenya. The results revealed a

strong and statistically significant positive relationship between M&E planning and project performance, highlighting the value of structured planning frameworks. Effective M&E planning facilitates informed decision-making and strategic direction, thereby driving improved project outcomes within the NGO sector.

Additionally, the study found that M&E budgeting practice significantly influences the performance of NGO projects. Respondents affirmed that budgeting practices are generally well aligned with organizational goals. The findings emphasize the importance of allocating specific and sufficient financial resources for M&E activities, ensuring that these resources are utilized in a cost-effective and impact-driven manner. Moreover, the presence of robust financial controls to promote accountability and minimize wastage was identified as essential in maximizing the efficiency and effectiveness of M&E efforts, ultimately enhancing project performance.

Lastly, the study concluded that M&E reporting practice has a strong and positive impact on the performance of NGO projects in Kenya. The descriptive data indicated that M&E reporting is a well-established practice among NGOs in Machakos County. This underscores the need for timely preparation and dissemination of project reports, as well as active stakeholder engagement in the reporting process. Such practices not only enhance transparency and accountability but also provide critical feedback for adaptive project management and strategic improvement, leading to better project outcomes

5.5 Recommendations

Based on the positive influence of M&E planning practice on project performance, NGOs should further strengthen their M&E planning practice. The study recommends that NGOs strengthen their M&E planning frameworks by ensuring comprehensive alignment with project objectives and stakeholder expectations. Active stakeholder participation during

the planning phase should be institutionalized to enhance ownership and relevance. Additionally, clear communication strategies should be developed to ensure timely sharing of M&E plans and results across all levels of project implementation.

Given the significant influence of M&E budgeting practice on project performance, NGOs should ensure that their M&E budgeting practice process is closely aligned with the organization's strategic objectives. It is recommended that NGOs allocate dedicated and adequate financial resources for M&E activities, ensuring that budgeting processes are both strategic and aligned with project outcomes. Efforts should also focus on enhancing financial controls to improve accountability and minimize resource wastage. Capacity-building initiatives on cost-effective and results-based budgeting should be introduced to optimize the use of M&E funds.

Considering the positive impact of M&E reporting practice on project performance, NGOs should focus on strengthening their M&E reporting practice. The study recommends NGOs to prioritize the timely preparation, dissemination, and review of M&E reports as a strategic management tool. Reporting systems should be enhanced to allow for consistent stakeholder engagement, feedback incorporation, and data-driven decision-making. Strengthening report quality, clarity, and accessibility will contribute to transparency, learning, and improved project performance in the NGO sector in Machakos County and across Kenya as a whole.

5.6 Areas for Further Research

Based on the findings of this study, future research could explore the influence of M&E practices on project performance in other sectors beyond NGOs, such as government agencies and and private sector development projects. These sectors also implement large-scale projects where effective M&E practices are essential for success. Additionally, future

studies should investigate how recent technological advancements particularly the integration of Artificial Intelligence (AI), data analytics, and digital dashboards are transforming M&E systems and enhancing project oversight, decision-making, and real-time reporting. Further research could focus on the adoption, challenges, and effectiveness of these technologies in improving project outcomes. This would provide valuable insights into how technology-driven M&E approaches can be leveraged to boost project performance across various development sectors in Kenya and beyond.

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APPENDICES

APPENDIX I: REQUEST LETTER

Dear, Prof/DR./Mr./Mrs./MS……

My name is Michael Kasenga Ilumbi and I am a master's student at Africa Nazarene University pursuing a Masters' Degree in Arts of Monitoring and Evaluation, and undertaking a research entitled "Monitoring and Evaluation Practices and project Performance of Non-Governmental Organizations in Kenya; A case of Machakos County". I kindly invite you to participate in this academic research, which seeks to examine the influence of monitoring and evaluation practices on the performance of NGO projects.

Your participation is entirely voluntary, and the information you provide through this questionnaire will be used solely for academic purposes. All responses will be treated with the utmost confidentiality and anonymity. No identifying information will be disclosed at any point, and your privacy will be fully respected throughout the research process. The insights you share will contribute significantly to understanding organizational needs and improving project outcomes. Please feel free to respond honestly, and you are welcome to decline to answer any question that you may find uncomfortable.

Any questions regarding the study can be directed to:
Michael.ilumbi@gmail.com or phone number +254 722 430 826.

Thanking you as you take your time to fill in the questionnaire.

Yours Faithfully,

Michael Kasenga Ilumbi

APPENDIX II: RESEARCH QUESTIONNAIRE

My name is Michael Kasenga Ilumbi and I am a master's student at Africa Nazarene University pursuing a Masters' Degree in Arts of Monitoring and Evaluation, and undertaking a research entitled "Monitoring and Evaluation Practices and project Performance of Non-Governmental Organizations in Kenya; A case of Machakos County". It is in this regard that I humbly request for your participation in filing this questionnaire. Thank you in advance.

Instructions

This questionnaire consists of five parts; kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

PART A: DEMOGRAPHIC BACKGROUND

1.What is your gender? Female [ ] Male [ ]

2. Under which age brackets are you?

18-29 years [ ] 30-48 years [ ] Over 49 years [ ]

3.Your highest level of education

Certificate [ ] Diploma [ ]Undergraduate [ ]master's degree [ ]PhD Level [ ]

4.Choose the number of years you have worked for the NGO sector

Above 10Years [ ] Between 6-10Years [ ] Between 1-5 Years [ ] Below 1 Year [ ]

PART B: INFLUENCE OF M&E PLANNING PRACTICE

5.Kindly rate the following on how you agree or disagree that M&E Planning practice influence project performance of NGOs. Base your answer on a five-point Likert scale: 1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) Strong Agree

STATEMENT	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
B1 Our organization has a documented and structured M&E plan aligned with project goals and objectives.					
B2 Key stakeholders are identified and actively engaged during the M&E planning phase of our projects.					
B3 There is a clear communication strategy in place for sharing M&E results with relevant stakeholders.					

PART C: INFLUENCE OF M&E BUDGETING PRACTICE

6.Rate whether you agree that M&E Budgeting practice influence project performance of NGOs. Base your answer on a five-point Likert scale:

1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) Strong Agree

STATEMENT	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
C1 A specific and adequate budget is allocated for monitoring and evaluation activities in our projects.					
C2 M&E resources in our organization are allocated in a cost-effective and results-oriented manner.					
C3 Financial controls are in place to ensure accountability and minimize wastage in M&E expenditure.					

PART D: INFLUENCE OF M&E REPORTING PRACTICE

7.Rate whether you agree that M&E Report influence performance of NGOs small business projects. Base your answer on a five-point Likert scale:

1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) Strong Agree

STATEMENT	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)

D1 Project progress and outcome reports are prepared and shared regularly and on time.					
D2 Stakeholders are actively involved in reviewing and providing feedback on M&E reports.					
D3 M&E reports are used to inform decision-making and improve project strategy and implementation.					

PART E: PROJECT PERFORMANCE

8.Rate whether you agree or disagree that M&E practices influence project performance.

Base your answer on a five-point Likert scale:

1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) Strong Agree

STATEMENT	**1 (SD)**	**2 (D)**	**3 (N)**	**4 (A)**	**5 (SA)**
E1 The projects implemented by our organization consistently achieve their intended goals and deliverables.					
E2 The projects implemented by our organization bring about meaningful and positive change to the target communities.					
E3. The benefits of our projects continue to have a lasting impact in the community after project completion.					

Thank you for your participation

APPENDIX III: AUTHORIZATION LETTER

AFRICA NAZARENE
UNIVERSITY

Date : April 29, 2025

E-mail: researchwriting.mba.mme.@anu.ac.ke / monitoringandevaluation@anu.ac.ke
NACOSTI: registry@nacosti.go.ke Tel. 0202711213

Our Ref: (Admin No. 18M03DMME027)
The Director,
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:
RE: RESEARCH AUTHORIZATION FOR: Name: MICHAEL KASENGA ILUMBI Adm: .No. 18M03DMME027

MICHAEL KASENGA ILUMBI is a postgraduate student of Africa Nazarene University in the Master ARTS IN MONITORING AND EVALUATION (MME) program.
In order to complete his program, Michael is conducting research entitled: "*MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA, A CASE OF MACHAKOS COUNTY*
Any assistance offered to him will be highly appreciated.

Yours Faithfully,

Dr. Wanjiru Nderitu

MME, Coordinator,

School of Business,

Africa Nazarene University.

APPENDIX IV: NACOSTI RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **195374**

Date of Issue: **15/May/2025**

RESEARCH LICENSE



This is to Certify that Mr.. Michael Kasenga Ilumbi 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 Machakos on the topic: MONITORING AND EVALUATION PRACTICES ON PROJECT PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA, A CASE OF MACHAKOS COUNTY for the period ending : 15/May/2026.

License No: **NACOSTI/P/25/4173583**

195374

Applicant Identification Number

Deputy Director
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX V: MAP OF MACHAKOS COUNTY



No.	Sub County	Wards	No. of Wards
1	Kangundo	Kangundo Central, Kangundo East, Kangundo North, Kangundo West	4
2	Kathiani	Kathiani Central, Lower Kaewa/Kaani, Mitaboni, Upper Kaewa	4
3	Machakos	Kalama, Machakos Central, Mua, Mumbuni, Mutituni, Muumandu/Kola, Muvuti/Kiima Kimwe	7
4	Mavoko	Athi River, Kinanie, Muthwani, Syokimau/Mulolongo	4
5	Masinga	Ekalakala, Kivaa, Masinga Central, Muthesya, Ndithini	5
6	Matungulu	Kyeleni, Matungulu East, Matungulu North, Matungulu West, Tala	5
7	Mwala	Kibauni, Makutano/Mwala, Masii, Mbiuni, Muthetheni, Wamunyu	6
8	Yatta	Ikombe, Katangi, Kithimani, Matuu, Ndalani	5
	Total		**40**

Source: IEBC, 2022 Machakos County Administrative Wards

APPENDIX VI: NGOS IN MACHAKOS COUNTY

1. Africa Harvest Biotech Foundation International

2.EngenderHealth

3.Kenyan Heart National Foundation

4.Center for Enterprise Development & Innovation (CEDI)

5.International Rescue Committee (IRC)

6. Amref Health Africa Read

7. Kenya Human Rights Commission (KHRC)

8.Mercy Corps Kenya

9.World Vision International

10.Save the Children International (SCI)

11.SOS Children Villages (SOS)

12.Amici del Mondo World Friends Onlus

13.Family Health International (FHI 360)

14.Plan International (PLAN)

15.United Nation Children's Fund (UNICEF)

16.UN High Commissioner for Refugees (UNHCR)

18.International Organization for Migration (IOM)

19.World Food Programme (WFP)

20.Plan International Kenya (PIK)

21.United States Agency for International Development (USAID

22.Kilele Foundation Kenya

23.Doors of Hope

24.Prosper Kenya Youth Foundation

25.Rays of Hope Kenya

26.Youth Support Kenya

27.Agribusiness & Environmental Focus for Africa

28.World Vision International

29. Kenya Connect

30. Science Africa

31.Community Resources Development Foundation

32. Africa Harvest Biotech Foundation International

33.EngenderHealth

34.Kenyan Heart National Foundation

35.Center for Enterprise Development & Innovation (CEDI)

36.International Rescue Committee (IRC)

37. Amref Health Africa Read

38. Kenya Human Rights Commission (KHRC)

39.Mercy Corps Kenya

40.World Vision International

41.Save the Children International (SCI)

42.SOS Children Villages (SOS)

43.Amici del Mondo World Friends Onlus

44.Family Health International (FHI 360)

45.Plan International (PLAN)

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48.International Organization for Migration (IOM)

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78.International Organization for Migration (IOM)

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96.International Rescue Committee (IRC)

97. Amref Health Africa Read

98. Kenya Human Rights Commission (KHRC)

99.Mercy Corps Kenya

100.World Vision International

Source: NGOs Co-ordination Board, Annual NGO

Sector Report, Published 2023