

# Influence Of Participatory Monitoring And Evaluation Systems on Performance of Non-Governmental Organizations Projects In Kiambu County

David Waiyaki, Dr. Muchelule Yusuf

**Abstract**— Both NGOs and CBOs have a systematic and transparent process for identification, field appraisal, and undertake technical and fiduciary monitoring of the work of such NGOs/CBOs to supply prevention and care and support services to the target community. They do not have a concrete source of financing as their funds mainly come from corporates, celebrities, and the society backed by elite people. Participatory monitoring and evaluation (PM&E) is a process of self-assessment, collective knowledge generation, and cooperative action in which stakeholders in a program or intervention substantively and collaboratively identify the monitoring and evaluation issues, collect and analyze data, and take action as a result of what they learn through this process. This study investigated the influence of participatory monitoring and evaluation on the performance of NGOs projects in Kiambu county. Specifically, the study focused on ICT integration and M&E Capacity as components of Participatory Monitoring and Evaluation and their influence on performance of NGOs projects in Kiambu county. The study adopted a descriptive survey. The target population was 147 NGOs in Kiambu county. A sample of 108 NGOs was drawn where 108 respondents comprising of project managers and M&E officers were administered with questionnaires. The study found that participatory monitoring and evaluation had a strong correlation with performance of NGOs in Kiambu County. The study found that participatory monitoring and evaluation explained 68.7% of variation in performance of NGOs. The study found ICT integration and M&E Capacity had significant positive correlation with performance of NGOs in Kiambu county. The regression results indicated that ICT integration had positive significant influence with performance of NGOs while M&E Capacity had positive insignificant influence with performance of NGOs in Kiambu County. The study concluded that ICT integration positively and significantly influenced performance of NGOs projects in Kiambu County. The study recommended NGOs to fully embrace participatory monitoring and evaluation in order to improve performance. The study also recommended capacity building of M&E staff; effective project planning; integration and adoption of technology in M&E; and ensuring there is stakeholder participation in PM&E.

**Index Terms**— NGOs and CBOs, Kiambu, ICT integration.

David Waiyaki, MSc Student, College of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology  
Dr. Muchelule Yusuf, Lecturer, College of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology

## I. INTRODUCTION

Participatory monitoring and evaluation (PM&E) is a process of self-assessment, collective knowledge generation, and cooperative action in which stakeholders in a program or intervention substantively and collaboratively identify the monitoring and evaluation issues, collect and analyze data, and take action as a result of what they learn through this process. In the development context, PM&E strengthens and deepens the contribution of primary stakeholders by honouring their perspectives, voices, preferences, and decisions. There are five key principles underpinning PM&E which include: participation, negotiation, learning, flexibility, and utilization of a wide variety of methods. PM&E focuses on monitoring, evaluation, and participation [1].

Research also shows that project management performance practices include: Managing Communications, Managing Stakeholders, Motivating, and Knowledge Transfer. Planning, testing, and monitoring the progress of the project work are some of the key processes used to manage the project work [2]. Performance during monitoring is compared against the original plans created during the first days of a project and measurements must be against revised and relevant baseline plans. Monitoring projects leads to increased performance, increased satisfaction, and increased value for the investments made in the project [3]. [3] further noted that the top outcome feature for project monitoring was value for the monetary investment made in the project and the alignment of project deliverables to the objectives and business strategy. According to research carried out by [4] monitoring is considered a critical success factor for any project and he identified that monitoring was one of the most significant indicators of success in projects when measured against project coordination, project environment, training, and project design.

PM&E is a flexible process and easily adaptable to local contexts and enables participants to contemplate the experiences by examining present realities, revisiting objectives, and defining future strategies. The PM&E process encourages stakeholders' participation beyond project identification and implementation and strengthens people's capacity to make decisions, solve problems and take action. The participatory approach forms part of the twelve components of a functional M&E system (which forms part of the three rings). They are six strongly linked elements in the outer ring that are related to planning, partnership, and

people. Component one measures people who are skilled, component two, who work together, component three to plan, component four, budget and cost, and component five motivated for and maintain a functional M&E system [1]. [5] in his study on the use of PM&E in the management of constituency Development Fund (CDF) projects in Dagoreti South Sub-County. Stakeholders were not adequately involved in monitoring and evaluation of the CDF projects and their participation was very low in all the stages of the PM&E process. There was low awareness of M&E capacity of project management committees. Further, there was inadequate documentation of the activities related stakeholders' participation in M&E. 'Community Driven PM&E process was implemented by the local administration for farming groups in Coastal Kenya. The projects followed all the key steps of the PM&E process from capacity building; the farmers learned skills on defining their objectives and indicators for monitoring them, developing the data collection tools using the existing tools for data collection. Monitoring and evaluation committees comprising of three to five farmers were formed for each group. The groups were also able to agree on which indicators to use whether quantitative or qualitative. Appropriate data collection tools, as well as reporting formats, were discussed and adopted. The groups also held several daily reflection meetings, with the aim of discussing the progress of their projects as well as group member's performance [6]'

## II. STATEMENT OF THE PROBLEM

In the developing countries, Kenya included, NGOs are faced with several challenges in addition to inability to resourcefully respond to changing needs. 'The Kenya social protection sector review (2018), stated that the monitoring and evaluation of social programmes in Kenya is weak, and where it is done the information is not made public. Stakeholders' participation in monitoring and evaluation enhances effectiveness and efficiency of government funded projects, improves the exercise of power, increases the equity of outcomes and increase in the stakeholder interactions. Kenya Human Rights Commission [7] echoed findings of previous studies which have demonstrated that stakeholders' participation in local development remains weak owing to absence of an active citizen engagement culture.' Kenyan NGOs accounted for 10% of the country's Gross Domestic Product (GDP), provided employment opportunities to about 500,000 on service delivery and improving the economy [8]. Currently 35% of NGO's projects have already set their monitoring and evaluation, while 65% there are still struggling in setting up their monitoring and evaluation systems. The study by [9] also showed that M & E systems are not meeting their obligatory requirements as decision making tool; instead, their activities are viewed as controlling by a bureaucratic management. M & E is also viewed as a donor and not a management requirement [10]. [9] found out that over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring and evaluation systems. This leads to project being delivered over budget, behind schedule and time frame thus affecting quality and projects performance

[2]. 'Most of NGO's projects in Kiambu County fail due to inadequate participatory monitoring and evaluation. Though internal and external experts have been conducting PM&E and dictated all aspects of the entire process in policy or management of decisions that emanate from the findings [5]. New approach of PM&E has given the local community involvement and participation in the whole process of M&E not just as stakeholders as part of decision makers. Thus, this study seeks to fill the gap creating a participatory environment for M&E to increase performance of the NGOs projects in Kiambu County

### A. Objectives

The main objective of the study was to investigate the influence of participatory monitoring and evaluation on the performance of NGOs projects in Kiambu County. Specifically, the study sought to:

- i) To explore the role of ICT integration on the performance of NGOs projects in Kiambu County
- ii) To evaluate the role of M&E capacity on the performance of NGOs projects in Kiambu County

## III. LITERATURE REVIEW

The study was guided by the Technology Acceptance Theory. The technology acceptance theory was conceptualized by Fred Davis in 1986 [11] to help predict the intention of an individual in using and accepting Information Technology (IT) and systems. The theory is grounded in the Theory of Reasoned Action (TRA) [12]. The determinants of this theory include; Perceived Usefulness (PU) which is the extent to which an individual considers that the use of specific information will eventually improve performance; Perceived Ease of Use (PEOU) which denotes the extent to which use of a system by an individual will require minimal effort. An Information system (IS) will be successful only if both PU and PEOU are achieved in a given system [13]

This theory postulates that PMIS usage is determined by the system's use intention, where the use intention is jointly determined by a person's attitude toward using the system and its perceived usefulness [14]. According to the theory, PMIS gives an opportunity to project managers to increase the performance of the projects they are undertaking and has a direct effect on the success of the project. In this study, this theory focuses on adopting PMIS leading to project success and enhancing the project's quality. A good PMIS quality enhances information quality and subsequently affects project decision-making. This theory was useful in explaining the variable of ICT integration and its influence on the Performance of NGOs projects.

## IV. CONCEPTUAL FRAMEWORK

The study was guided by the following conceptual framework which gave a graphical representation on the relationship between the independent variable and the dependent variable.

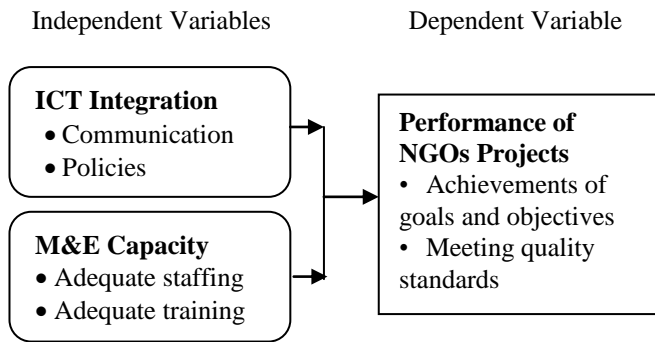


Fig 1: Conceptual framework

A. ICT Integration

Information Communication Technology is a collective term for a wide range of software, hardware, telecommunications and information management techniques, applications and devices, and are used to create, produce, analyze, process, package, distribute, receive, retrieve, store and transform information within and external to an organization [15]. A study by [15] noted ICT helps in determination of supply chain performance by facilitating application of effective communication channel, by ensuring ICT is applied in all organization functions, by ensuring teamwork coordination and by supporting supplier relationship management. In participatory M&E of projects in NGOs, technology plays an important role. The change from analogue ways of doing things to the use of systems for gathering data and processing information. The participatory M&E systems needed in different projects differ in all levels of the project life cycle and they complement the various stages of the project to ensure the objectives are met. An effective participatory M&E system allows for the use of ICT for communication between the project staff, stakeholders, and processes. NGOs collect data for decision making and they have been pursuing means to improve and influence general competence, and efficiency [16].

According to [17] ICT plays a major role in the execution of humanitarian logistics functions and this helps to improve supply chain performance.[17] noted that in many organizations worldwide, ICT is the key factor that facilitates execution of logistics functions through application of ICT based systems such as Electronic Data Interchange, goods in transits tracking systems and other computer-based supply chain management systems. A study by [18] noted that many humanitarian organizations in countries like Japan and India succeed in offering humanitarian assistance during disasters due to implementation of ICT based disaster response systems that helps in rapid disaster response. Findings from another study by [18] confirmed that In Africa, most disaster stricken remote areas face humanitarian assistance challenges due to poor communication which is as result of poor ICT infrastructure. [19] made inferences that information sharing is a very critical factor that supports effective execution of humanitarian logistics in African NGOs. [20] noted that ICT creates an effective communication platform between suppliers and the organization inventory management

department, it helps suppliers to effectively monitor inventory movement e and helps in reduction of lead times hence leading to realization of increased organization performance. ICT plays an important role in execution of humanitarian logistics especially in remote areas where there is mobile communication networks and thus humanitarian organizations should embrace modern ICT systems to facilitate quick response to disasters and this improves their supply chain performance. [21] posited that a project manager should have skills to steer a project team through respective project stages and project life cycles. Support was additionally a strong operational standard, since leaving expected group individuals taking an interest in the venture out of basic leadership expanded the hazard that intercessions would not coordinate individuals' priorities and needs. Participatory strategies give dynamic association in basic leadership for those with a stake in the project, program, or system and produced a feeling of proprietorship in the M&E results and suggestions [22].

B. M&E Capacity

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. The Participatory M&E budgetary allocation should clearly be delineated from the main project budget so that M&E unit is accorded some autonomy in utilization of its resources [23]. Participatory M&E budget should be about 5 to 10 percent of total projects 'budget which will give the M&E unit adequate resources to ensure its effectiveness [24]. However, according to [25] there is no specific percentage to be allocated for M&E but normally varies between 2.5% and 10% depending with the overall budget and the project. [25] further stated that the more participatory M&E is, the higher its budget.

Participatory M&E outcome are muchly influenced by the presence of human resources with the appropriate knowledge and skills to ensure successful implementation of projects. It is crucial to have effective PM&E experts in the organization. There is a great demand for organizations to have professionals that skilled enough and with the capacity on M&E systems well trained and have technical abilities [16]. According to [26], it very significant to have a participatory M&E expert to ensure effective M&E project outcomes. Staff working in different project levels should have practical expertise in M&E to ensure there is quality M&E. NGOs have developed numerous training manuals, toolkits and handbooks in order to enhance result-based management through strengthening of awareness in participatory M&E [26].

The participatory M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system. In its framework for a functional M&E system [9]. [27] noted that, not only is it necessary to have dedicated and adequate number of PM&E staff, it is essential for the same staff to have the right skills for the work. Moreover, PM&E human



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capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships.

PM&E capacity building should focus not only on the technical aspects of PM&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication. Building an adequate supply of human resource capacity is critical for the sustainability of M&E system and is generally an ongoing issue. Furthermore, it needs to be recognized that growing evaluators requires far more technically oriented PM&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities which include: the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs. Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant [28].

## C. Performance of Projects

Monitoring is defined as the routine continuous tracking of the key elements of project performance that is: inputs such as resources, equipment etc; activities and outputs, through recordkeeping and regular reporting [29]. It is also the tracking the planned performance against the actual performance, in order to able to report on how the project is progressing and if there is need for corrective action and to facilitate decision making by the project manager during performance [30]. Evaluation on the other hand is the episodic (not continuous as the case with monitoring usually midterm and at end of the project) assessment of an ongoing or completed project to determine its actual impact against the planned impact (strategic goal or objectives for which it was implemented) efficiency, sustainability, effectiveness [31].

Evaluations are systematic and independent and they are an assessment of an ongoing or completed project including its design, performance and results. Evaluations also assess the relevance, efficiency of performance, effectiveness, impact and sustainability of the project [32]. The purpose of monitoring is to ensure that performance is moving according to plans and if not, the project manager takes corrective action, it is the control function of project management. Monitoring enhances project management decision making during the performance hence increasing the chances of good project performance. Monitoring also aids early identification of problems before they get out of hand since it is continuous [32].

According to [9] monitoring and evaluation facilitates transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the wider community in which the project is implemented. Monitoring however tracks and documents resource use throughout the performance of the project. This enhances accountability in that it facilitates the demonstration of the resource use throughout the performance of the project. Monitoring also facilitates evaluation of the project meaning

that in a well-designed monitoring and evaluation system, monitoring contributes greatly towards evaluation. Information from monitoring feeds into the evaluation process [9]

Research also shows that some of the best project management performance practices include: Managing Communications, Managing Stakeholders, Motivating, and Knowledge Transfer. Planning, testing and monitoring the progress of the project work are some of the key processes used to manage the project work [33]. Under normal circumstances the project managers implement any project as guided by government rules and regulations, organizations requirements, stakeholder's preferences and client location. It is important that management confirms the completion of promised deliverables. Performance during monitoring is compared against the original plans created during the first days of a project and measurements must be against revised and relevant baseline plans [3]. It is the role of management to facilitate monitoring and evaluation of the projects. Management's competence, commitment to the project, communication and cooperation with the project teams has a significant contribution towards the success of a construction project. These factors were found to be of significance in as assessed in Malaysian construction industry [34].

## V. EMPIRICAL REVIEW

### A. ICT Integration and Performance of Projects

The study by [35], on Efficacy and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through desk review and interviews, for projects approved between 1987 and 2000. Monitoring- Evaluation systems are not meeting their obligatory requirements as decision making tool; instead, their activities are viewed as controlling by a bureaucratic management. The poor acquisition of the appropriate M & E systems by NGOs is also attributed to the organizations overemphasis on the physical infrastructure e.g. computer equipment's rather than methodological and conceptual training.

### B. M&E Capacity and Performance of Projects

[36] performed leadership profiles across several 31 organizations utilizing comprehensive a quantitative study investigating project management professional. According to the study, project managers of the most successful organizational change are strong in all competencies, but the results are of the study only partly support the hypothesis that there are differences in project manager leadership competency profiles in some different types of successful projects. [37] established poor planning, poor site management, and inadequate supervisory skills of the project manager as the most prevalent causes of delays in The Malaysian Construction industry.

## VI. RESEARCH GAPS

There have been a number of valuable studies of participatory M&E which are specific to regions,

organizations [5] and other have specifically focused on M&E not PM&E. other studies focused on CBOs and NGOs [38]. Other studies also focused on approaches [39]. Though the studies carried out mainly dealt with monitoring and evaluation being one of them, few of the studies have focused on participatory monitoring and evaluation in a greater detail. Several other studies reviewed also focused on monitoring and evaluation but none have addressed to the specific link between monitoring and evaluation and participatory monitoring and evaluation.

VII. RESEARCH METHODOLOGY

This research study, used descriptive research design. The population for this study comprised of 147 registered NGO’s in Kiambu County per the list of registered NGOs in 2021. The unit of respondents was project managers and M & E officers, donors’ representatives within the NGO’s. Yamane formula (1967) was used to determine the sample size since the population will be less than 10,000 (Yamane, 1967) [40]. Thus, the study administered questionnaires to 108 respondents comprising of project managers and M&E officers in Kiambu County. Multiple regression analysis aided the analysis of the variable relationships.’ The following regression model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (i)$$

Where; Y= Project Performance  
X1= ICT Integration  
X2= M&E Capacity

VIII. RESEARCH FINDINGS

A. Response Rate

From the sample of 108, respondents were administered with questionnaires. A total of 91 questionnaires were dully filled and returned giving a response rate of 84.3% which was excellent as opined by [41].

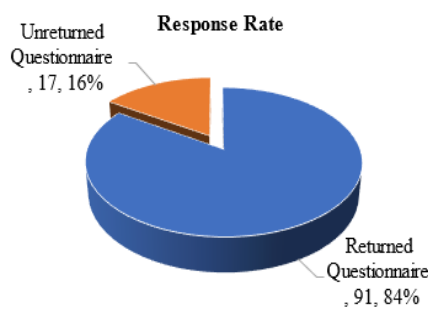


Fig2: Response Rate

B. Descriptive Analysis

The study obtained data on study variables this was provided on Likert Scale. The study used frequencies, percentages, mean and standard deviation.

1) Performance of NGOs in Kiambu County

The main objective of the study was to influence of participatory monitoring and evaluation on the performance

of NGOs projects in Kiambu County. The Composite Mean of 3.91 clearly indicate that the respondents generally agreed on the influence of performance of NGOs projects in Kiambu County due to participatory Monitoring and Evaluation practices. According to [30] and [29] monitoring is the routine continuous tracking of the key elements of project performance that is: inputs activities and outputs, through recordkeeping and regular reporting. Monitoring enhances project management decision making during the performance hence increasing the chances of good project performance. Monitoring also aids early identification of problems before they get out of hand since it is continuous [32]. [9] asserted that monitoring and evaluation facilitates transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the wider community in which the project is implemented. Participatory approach in management of organization project is crucial in decision making. It is anchored on the desire to involve those who may be affected more by specific projects. This is because failure to incorporate their input would lead to demand for their participation. Meaningful stakeholder’s participation is possible when organizations are privy to how decisions in absence of stakeholders would injure their performance [42].

Table 1: Performance of NGOs projects in Kiambu County

NGOs Project Performance	Mean	STDV
Participatory Monitoring and Evaluation has helped ensured that concluded projects normally meet the required scope and quality standards.	3.27	1.104
Through participatory Monitoring and Evaluation projects are implemented and completed within expected timeframe and budget.	4.09	1.375
Participatory Monitoring and Evaluation has helped ensured there is proper utilization of project resources on its performance	4.00	1.265
Through a participatory approach Monitoring and evaluation has facilitated transparency and accountability of the of project resources.	4.18	1.168
Seeking project feedbacks from stakeholders improves its performance	3.82	1.162
The projects meet its intended goals and objectives	4.18	.751
Project stakeholders are satisfied with the performance of the projects since they are involved in the M&E process	3.82	1.250
<b>Composite Mean</b>	<b>3.91</b>	<b>1.154</b>

The study didn’t clearly indicate whether PM&E has helped ensured the concluded project meet the required scope and quality standards (M = 3.27, SD = 1.104). The study found that through PM&E projects are implemented within the expected timeframe and budget (M = 4, SD = 1.265). there is proper utilization of project resources due to PM&E (M= 4.00, SD = 1.265). The study also found that PM&E has facilitated transparency and accountability of project

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resources ( $M = 4.18, SD = 1.168$ ). The study also found that project feedback from the stakeholders has helped improve performance of NGOs projects ( $M = 3.82, SD = 1.162$ ). The project objectives and goals for the NGOs were also met ( $M = 4.18, SD = .751$ ). Finally, the study found that the project stakeholders were satisfied with the performance of projects since they were involved in the M&E process ( $M = 3.82, SD = 1.250$ ).

## 2) ICT Integration

The first objective was to explore the role of ICT integration on the performance of NGOs projects in Kiambu County. The study attempted to answer the question ‘Does ICT integration have a role in the performance of NGOs projects in Kiambu County?’ The Composite Mean of 3.66 indicated that ICT Integration in PM&E influence performance of NGOs in Kiambu County. [16] asserted that in participatory M&E of projects in NGOs, technology plays an important role. The change from analogue ways of doing things to the use of systems for gathering data and processing information. The participatory M&E systems needed in different projects differ in all levels of the project life cycle and they complement the various stages of the project to ensure the objectives are met. An effective participatory M&E system allows for the use of ICT for communication between the project staff, stakeholders, and processes. NGOs collect data for decision making and they have been pursuing means to improve and influence general competence, and efficiency. According to [18] in Africa, most disaster stricken remote areas face humanitarian assistance challenges due to poor communication which is as result of poor ICT infrastructure. [19] made inferences that information sharing is a very critical factor that supports effective execution of humanitarian logistics in African NGOs. [20] noted that ICT creates an effective communication platform between suppliers and the organization inventory management department, it helps suppliers to effectively monitor inventory movement and helps in reduction of lead times hence leading to realization of increased organization performance. Table 2 below shows the statistics.

**Table 2: ICT Integration**

ICT Integration	Mean	STDV
The organization has adopted the use of Technology in the process of Monitoring and Evaluation in order to improve performance.	3.91	.944
Application of technology has improved organization decision making process on project performance	3.64	1.502
There is effective application of communication channels by the organization to ensure team work and coordination in the process of Monitoring and Evaluation.	3.45	1.128
The organization has an effective M&E system for gathering and processing data and information.	3.38	1.502
The NGOs have information management system to help collect data, analyze, and make informed decisions about the project.	3.72	1.489
Organization has a clear ICT policy in its M&E functions	3.35	1.301

The organization has put in place mechanisms that ensure there is regular monitoring of ICT infrastructures

**Composite Mean** **3.58** **1.311**

## C. M&E Capacity

The second objective was to evaluate the role of M&E capacity on the performance of NGOs projects in Kiambu County. The study was guided by the question ‘To what extent does M&E capacity affect the performance of NGOs projects in Kiambu County?’ The Composite Mean of 3.58 indicated that M&E Capacity in participatory monitoring and evaluation to some extent influence performance of NGOs in Kiambu County. Participatory M&E outcomes are much influenced by the presence of human resources with the appropriate knowledge and skills to ensure successful implementation of projects. It is crucial to have effective PM&E experts in the organization. There is a great demand for organizations to have professionals that are skilled enough and with the capacity on M&E systems well trained and have technical abilities [16].

According to [26] it is very significant to have a participatory M&E expert to ensure effective M&E project outcomes. Staff working in different project levels should have practical expertise in M&E to ensure there is quality M&E. NGOs have developed numerous training manuals, toolkits and handbooks in order to enhance result based management through strengthening of awareness in participatory M&E. Moreover, PM&E human capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. [28] posited that PM&E capacity building should focus not only on the technical aspects of PM&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication. Building an adequate supply of human resource capacity is critical for the sustainability of M&E system and is generally an ongoing issue.

**Table 3: M&E Capacity**

M&E Capacity	Mean	STDV
The NGOs has allocated enough resources for M&E process	3.91	.944
The NGO has enough staff to handle the M&E process	3.64	1.502
The human resource present have the appropriate knowledge and skills for ensuring performance of projects	3.45	1.128
Organization has experienced personnel for its technical decisions on project performance	3.38	1.502
The approach used by the NGOs in M&E is dependent on the information needs and the interests of the stakeholders.	3.72	1.489
There is an effective M&E framework for ensuring project performance.	3.35	1.301
<b>Composite Mean</b>	<b>3.58</b>	<b>1.311</b>

The study found that the NGOs have enough resources for M&E process ( $M = 3.91, SD = .944$ ) and there are enough staff to handle the M&E process ( $M = 3.64, SD = 1.502$ ). The



study also found that the human resources have the appropriate knowledge and skills for ensuring project performance (M = 3.45, SD = 1.128). The approach used by the NGOs in M&E was highly dependent on the interest and information needs of the stakeholders (M=3.72, SD = 1.489). The study couldn't establish whether the NGOs have effective frameworks for ensuring project success (M = 3.35, SD = 1.301) and whether the personnel are experienced enough to make technical decisions on project performance (M=3.38, SD = 1.502).

Staffing is considered to be a main concern of M&E since special training is demanded or needed which may include a combination of project management skills and research. The effectiveness of the M&E work is dependent on the staff who most of the times are not experts in M&E. capacity building is thus crucial to ensure successful implementation of M&E. It is important to ensure there is adequate M&E support through identification of tasks and skills needed for the M&E activities, assessment of the skills of the project team members, specify the extent of local stakeholders' participation, assigning of role and responsibilities to the various team members, recruitment to fill the skill gaps, identification of the training needs and areas, and giving attention to local capacity in M&E [43]. In a study by [44] on the influence of M&E on project success among NGOs in Nairobi County found that M&E approach had significantly influence on project. The study recommended the use of most appropriate M&E in order to improve the success of NGOs projects.

IX. INFERENCE ANALYSIS

A. Correlation Analysis

Pearson correlation coefficient (r) was used to determine the relationship, the direction of the relationship as well as the magnitude at 0.05 significance level was used to perform the correlation analysis. ICT Integration was found to have a positive significant weak correlation with performance of NGOs in Kiambu County (r = .335, p = .001 <.05). The variable a direct association with performance of NGOs in Kiambu County. Finally, M&E Capacity has strong positive association with performance of NGOs in Kiambu County (r = .498, p = .000 <.05). An increase in M&E Capacity may lead to an increase in project performance.[28] also supported that M&E Capacity positively influenced projects. [45] also in a study of influence of PM&E on sustainability of community development projects in Gatundu South constituency in Kiambu County found participatory M&E Capacity building to be associated with performance of community development projects to a great extent.

Table 4 : Correlation Matrix

Performance of NGOs projects		
ICT Integration	R	.335**
	Sig.	.001
	N	91
M&E Capacity	R	.498**
	Sig.	.000
	N	91

B. Regression analysis

Regression analysis helps one, understand how a typical value of a dependent variable or criterion variable changes when any one of the independent variables is varied, while the other independent variables are held fixed [46]. In interpreting the results, ICT Integration had a positive direct relationship with performance of NGOs in Kiambu County. ICT Integration has weak correlation with performance of NGOs projects (r = .195) indicating that it influences performance by .195 or 19.5%. The variable has also a significant relationship with Performance of projects as p (.048) <.05 and is supported by T-static (2.004) > T-critical (1.662). For a unit of Performance of NGOs in Kiambu County, .293 of ICT Integration is required. The study is also supported by [47] who found technology significantly influenced implementation of government funded projects in Machakos County.

M&E Capacity had a positive direct relationship with performance of NGOs in Kiambu County. M&E Capacity has strong correlation with performance of NGOs projects (r = .445) indicating that it influences performance by .445 or 44.5%. The variable has also a significant relationship with Performance of projects as p (.051) >.05 and is supported by T-static (1.650) < T-critical (1.662). For a unit of Performance of NGOs in Kiambu County, .528 of M&E Capacity is required. It is the role of management to facilitate monitoring and evaluation of the projects. Management's competence, commitment to the project, communication and cooperation with the project teams has a significant contribution towards the success of a construction project. According to [43] staffing is considered to be a main concern of M&E since special training is demanded or needed which may include a combination of project management skills and research. The effectiveness of the M&E work is dependent on the staff who most of the times are not experts in M&E. capacity building is thus crucial to ensure successful implementation of M&E.

Table 5: Regression Results

Model	Unstandardize		Standardized	t	Sig.
	d Coefficients	Coefficients			
	B	Std. Error	Beta		
(Constant)	10.546	5.240		2.013	.047
ICT Integration (ICT)	.293	.146	.195	2.004	.048
M&E Capacity (MEC)	.528	.320	.445	1.650	.051

a. Dependent Variable: Performance of NGOs projects in Kiambu County

The model was fitted as follows:

$$Y = 10.546 + .293ICT + .528MEC \quad (ii)$$

X. CONCLUSION

PM&E has a strong and significant correlation with performance of NGOs in Kiambu County. The study thus

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concludes that Participatory monitoring and evaluation a significant influence and relationship with Project performance. The findings have also been supported by [48] who found PM&E significantly influenced service delivery in USAID SAFE program in Uganda. [49] found PM&E to have a significant influence on sustainability of youth funded projects in Nairobi and Bungoma. ICT Integration was also found to have a weak correlation with performance of NGOs projects. The study therefore concludes that ICT Integration has significant relationship with Performance of projects. The study is also supported by [47] who found technology significantly influenced implementation of government funded projects in Machakos County. Finally, M&E Capacity had a positive direct relationship with performance of NGOs in Kiambu County. M&E Capacity has strong correlation with performance of NGOs projects. The study concludes that M&E Capacity insignificant influences Performance of NGOs projects in Kiambu County. Contrary to the findings by [45] who found that training stakeholders in M&E for community development projects influence project performance. Similarly, [28] in a study on the influence of M&E on sustainability of women-based agriculture projects in Uasin Gishu County found M&E human capacity influence sustainability of projects.

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