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An Assessment of Leadership Practices and Its Influence on Utilization of Monitoring and Evaluation Results In Non-Governmental Organizations in Nairobi City County, Kenya.

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ABSTRACT:Efforts to make development programs more effective have gone through a paradigm shift from process to results. Increased pressure on the development community and especially NGOs to account for resource use and demonstrate success has significantly increased the need for Monitoring and Evaluation (M&E). Despite heightened activities of NGOs, poverty levels have continued to rise and living standards continue to deteriorate. Expected results of various development initiatives have not been forthcoming. As one of the components of improved performance of NGOs, utilization of M&E results has been cited as wanting by many studies. Using the case of NGOs in Nairobi City, this study sought to establish the influence of leadership practices on utilization of M&E results. To achieve this, one specific objective was evaluated, guided by one research question and hypothesis. The objective was: to assess how leadership practices influence utilization of M&E results in NGOs in Nairobi City County. Multi-stage sampling technique was used whereby stratified random sampling was applied to obtain a sample of 284 NGOs from a target population of 979 NGOs. Two Program Directors, two Program Managers as well as two Project Coordinators were also randomly picked for the Key Informant Interviews. Structured questionnaire was used as the main tool to collect data. Interview guide was also used to collect information for triangulating the results. Quantitative data from the study respondents were analyzed through bivariate regression analyses while qualitative data were analyzed qualitatively using content analysis. The major findings of the study were that there was a weak positive linear relationship between leadership practices and utilization of M&E results. The findings of the study will be useful to various stakeholders including NGOs, donor funding agencies, M&E staff, implementers, scholars and researchers in terms of policy formulation, referencing tool, guide to funding, dialogue and debate

KEYWORDS: Leadership practices, M&E Results, Utilization of M&E results.

I. INTRODUCTION

The last decade has been marked by concerted efforts to make development programs more effective. This has seen the development community shift focus from processes to results. The development community is increasingly coming under pressure to account for resource use and to demonstrate that their policies and actions are improving the lives of beneficiary groups. This has increased interest in the need to monitor and evaluate the outcomes and impact of all development programs both nationally and internationally (United Nations, 2012).

Monitoring is a non-stop function that makes use of systematic series of information on predetermined indicators to offer management and the principle stakeholders of an ongoing development intervention with warning signs of the extent of progress and fulfillment of targets and progress within the use of available finances (World Bank, 2011). Evaluation is a process that involves systematic collection, analysis and interpretation of project related data that can beused to understand how the project is functioning in relation to its objectives. Monitoring and evaluation (M&E) need to bedesigned as an intertwined participatory

exercise where all stakeholders are involved (Bamberger, 2012).

Monitoring and Evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects (Nyonje, Ndunge and Mulwa, 2012).

Utilization of M&E results has been cited as wanting in a number of studies. Monitoring & Evaluation has been considered as the weakest link, for all development projects funded by the World Bank Independent Evaluation Group. According to a report by Swedish International Development Agency, most stakeholders in the projects studied never saw the results of evaluations and that the few who did, found nothing very new or useful in them (Segone,2008). It has been noted that in the last decade, several billions of shillings had been spent on evaluations, yet a third of those studies were not worth their investment (in terms of utilization) and another third were of uneven quality (Quesnel and Quebec, 2010).

There are indeed technical aspects of monitoring and evaluation that need to be managed carefully. For example, a technocratic emphasis is highly inadequate if it ignores the factors that determine the extent to which monitoring and evaluation information is actually used (Mackay, 2006). Utilization of evaluation leads to increased efficiency of service delivery increased financial benefits as well as creation of important policies (OED, 2004). Monitoring and Evaluation utilization is assessed by the extent to which appropriate data were evaluated and used to inform decision-making and resource allocation (World Bank, 2006a).

Evaluation outcomes use indicates a gradual shift from the conventional activity-based method to the modern-day results-based technique (Hardlife and Zhou, 2013). Furthermore, the world is experiencing a growing demand for effective usage of evaluation outcomes (Porter and Goldman, 2013). The questions of whether or not evaluations are used are as old as the evaluation enterprise itself, and this serves to affirm that it is certainly an early practice, but a present - day discipline as more scholarship on the same is relatively new (Ledermann, 2012).

Related to leadership practices, the role of leaders is crucial in gaining the trust of their subordinates and stimulate their commitment towards the successful fulfillment of the undertaken project. Leaders should have idealized influence and be able to inspire their followers (Boyett, 2006). An organization with highly influential and inspirational leaders should, therefore, have the necessary platform for utilization of M&E results especially after the leaders have been briefed. Evaluation is strongly dependent on its social and organizational context (Dahler-Larsen, 2012). Thus, the leadership practices in an organization may have an influence on the extent to which evaluation results are utilized. Leadership practices include aspects such as cooperation and communication, motivation, objective setting and decision-making capabilities.

In addition to that, a theoretical angle emphasizes that "utilization-focused evaluation (UFE) starts with the idea that evaluations ought to be judged by their application and real use." (Patton, 2008, p.37). Besides this, utilization is the first of the world over agreed, expert evaluation requirements. The interest in utilization focused evaluation (UFE) started in the early 70s. The emphasis here is that in order for evaluations to be successful, it is important to make certain that there is intended use by the meant users. (Patton 2008) emphasizes attention and close consideration of the purpose of doing evaluation as well as its expected users. This affects how the evaluation process is designed, how users are engaged in this process, how to make choices about methodologies and how to communicate outcomes.

Utilization-Focused Evaluation is concerned about what will happen after the evaluation is done and concentrates on the usage of the evaluation results from the very beginning. Utilization-Focused Evaluation begins with the intended users and Information that they will find useful. The underlying question for every Utilization-Focused Evaluation should be: "What difference will this study make?" (Patton, 2002). The utilization focus protects results from becoming too abstract, esoteric or theoretical. Utilization-Focused Evaluation requires the evaluation to move from the general to specific (Patton, 1997). The Achilles' heel of Utilization-Focused Evaluation is the turnover of the primary intended uses (Patton, 1997).

Related to the context, in efforts to improve the USA federal programs effectiveness; the

president Obama's administration enacted the Government Performance and Results Act of 2010. This was a series of laws designed to improve public sector learning culture. This acted as a mirror to other development agencies in the development of a learning culture and by encouraging evaluation results use. Therefore, USA based development agencies have been affected by getting involved in developing their organizational learning culture by improving the utilization of evaluation results (McDavid, Huse and Hawthorn, 2013).

In Africa, although the Open Learning Campus (OLC) of government Monitoring and Evaluation systems in Uganda, Benin and South Africa is still young compared to that of Colombia, it goes beyond coordination, to information generation through evaluation with formal centralized Monitoring and Evaluation (M&E) function. They show that such a design is important, including the systems for capturing, processing, storing and communicating M&E information (Porter and Goldman, 2013). In Uganda, study results by Reinikka and Svensson (2004) helped in program revision as the central government began publishing publically the monthly transfer of public funds to districts for all to see. This was similar to the study by Oren et al., (2014) which showed that results contributed to instrumental use when the ministry of health used evidence to guide discussions to determine budget allocation to the health sector in an effort to cover short fall from loses in user fees. Other uses like conceptual and symbolic were identified too. Uganda's development of M&E is closely woven with the need to demonstrate government performance and responsiveness to citizens' demands through the Poverty Eradication Action Plan (PEAP), which was introduced in 1997.

In Kenya, The existence of NGOs can be traced back to the colonial times, where they mainly focused on welfare of people. However, this later changed to accommodate political actions and advocacy. The NGOs Co-ordination Act of 1990 serves as the institutional and legislative framework for the registration and co-ordination of NGOs in Kenya (Kameri - Mbote, 2000). The NGOs are coordinated and regulated by the NGOs Coordination Board. They also operate under the National Council of NGOs. The NGOs operate in areas such as: legal aid; agriculture; children; culture; disability; energy; education; environment and conservation generally; gender; governance; poverty eradication; health; housing and settlement; human rights; HIV/AIDS; information; informal sector; old age; peace building; population and reproductive health; refugees; disaster prevention, preparedness and mitigation; relief; pastoralism and the marginalized communities; sports; water and sanitation; animal welfare; youth. Thus, NGOs are created to enhance government efforts in developmental issues and supplement service delivery with funds received from multilateral organizations (donors). NGOs are contributing to the national development by more than Kshs.100 billion annually in addition to employing more than 100,000 people. The national survey of NGOs report (2009), conducted to validate the existing data of NGOs that were registered with the NGO Board and were operational revealed that out of the 5,929 NGOs previously registered only 2,029 NGOs could still be traced. Of the 2,029 NGOs, 708 (35%) were operating in Nairobi County. Furthermore, 18% of all national NGOs and 22% of all international NGOs countrywide were operating in Nairobi (Chesos, 2010). From the foregoing, it appears that many NGOs were not traceable due to perhaps, the failure to achieve their objectives. This may be attributable to lack of utilization of M&E results that would have made it possible for the NGOs to correct any anomalies and continue to operate as planned. Similarly, due to higher numbers of NGOs operating in Nairobi City County, it was only appropriate that the study be carried out in Nairobi.

The demands to generally improve infrastructure in order to improve livelihoods requires NGOs to have accountability, good governance, transparency, greater development, and delivery of tangible results. This is because most third world countries fail to successfully execute projects and one of the main reasons is inadequate understanding of the importance of monitoring and evaluation systems (Kusek and Rist, 2004).

1.2 Statement of the Problem

According to UNDP (2002), utilization of results to enhance performance is the principle motivation behind setting up a Monitoring and Evaluation System. In this way, where there is no efficient utilization of results, the entire idea of Monitoring and Evaluation frameworks as "ground-breaking the board instruments" helping enhance execution is vanquished.

Leadership practices in NGOs have a bearing on the utilization of M&E results. It is through leadership that NGOs are able to effectively ensure utilization of M&E results. Some leadership

practices in an NGO may increase utilization of M&E results and vice versa.

This emerging consensus on use of results comes against a backdrop of widespread displeasure with the performance of NGOs development programs in many countries today. Despite heightened activities by the NGOs, the poverty levels and living standards continue to worsen. Malnutrition and ill health cases increase by the day among other challenges. These situations show that the expected results of various development programs have not been forthcoming (Chesos,2010).

Programs with the appropriate technologies and sufficient funds still perform poorly (Kusek and Rist, 2004). Despite efforts through M&E to find out what can be corrected to reverse the trend, most NGOs rarely utilize results from these ventures. A study by Koffi-Tessio (2002) additionally suggests that M&E structures are not meeting their compulsory condition as decision–making tools; alternatively their activities are regarded as controlling through a bureaucratic management. M&E is likewise regarded as a donor rather than a management requirement (Shapiro,2011).The deficient acquisition of the ideal M&E systems by NGOs is likewise attributed to the organizations overemphasis on the physical infrastructure in preference to methodological and conceptual training. The foregoing illustrates that the M&E structures are not performing satisfactorily. They are confronting adverse situations which can be contributing to their insufficiency and which require intervention (Koffi-Tessio, 2002).

With 18% and 22% of national and international NGOs in Kenya operating in Nairobi respectively, the utilization of M&E results in these NGOs in Nairobi County is in need of attention and improvement (National Survey of NGOs Report, 2009). Research also shows that the foundation for evaluation is being built in many developing countries. Consequently with the growing global movement to demonstrate accountability and tangible results, many developing countries will be expected to adopt results-based M&E systems in the future, due to the international donors focus on development impact (Kusek and Rist, 2004).

According to the NGOs Coordination Board, there have been about one hundred and fifty eight NGOs that have been deregistered in Nairobi County (NGOs Coordination Board, 2014). Almost 85% of these NGOs have worked for a long time without making any impact in relation to the objectives they were pursuing. The resources committed by these local NGOs to the various projects are enormous. However the performance of most of them in relation to the objectives for which they were initiated and their impact is negligible (NGOs Coordination Board, 2013).

Moreover, program evaluation results neither effectively inform government policy nor provide a communication means to the public and various stakeholders to whom they must account. This therefore calls for more concerted efforts from NGOs to ensure that through the utilization of M&E results, their performance in terms of achieving their objectives is significantly improved. Consistent utilization of evaluation results would thus help enhance the quality of these NGOs in ensuring that they deliver on their mandate. This utilization would ensure that lessons learned from previous periods of implementation are factored in new plans and hence improvement in performance. A culture of utilization of M&E results in NGOs will ensure better management of resources and decreased cases of repeated mistakes.

Methodologically, nearly all research on utilization of M&E results in the past have applied one of the pure approaches – qualitative or quantitative; yet given its complexity, adaptable methods such as mixed-methods should be applied. It is against this background that this study was carried out to examine particular influencers of utilization of M&E results in NGOs in Nairobi City County in Kenya.

1.3 Purpose of the Study

The purpose of the study is to determine the influence of leadership practices on utilization of M&E results.

1.4 Objectives of the Study

The objective of the study is:

1. To assess the extent to which leadership practices influence utilization of M&E results in Non - Governmental Organizations in Nairobi City County.

1.5 Research Question

The study will seek to answer the following research questions:

1. To what extent do leadership practices influence utilization of M&E results in NGOs in Nairobi City County?

1.6 Hypothesis of the Study

The following hypothesis was tested for the study to answer the research question.

1. H_0; Leadership practices do not have a significant influence on utilization of M&E results in Non - Governmental Organizations NGOs in Nairobi City County.

1.7 Significance of the Study

The findings of the study will be of significance to various stakeholders including NGOs, government, donors, NGO leadership among others in regard to utilization of M&E results, which will culminate in improved performance of the NGOs. Leaders in NGOs may benefit in terms of understanding which leadership practices have a positive bearing on utilization of M&E results and vice versa. Similarly, M&E staff and implementers could use the study findings to make decision on whether to increase or decrease stakeholder participation in regard to utilization of M&E results. Moreover, the findings are also expected to be a reference tool and a guide to development actors like donors, NGOs and other stakeholders on the influence of clarity of presentation of M&E findings on utilization of M&E results. NGOs and M&E staff in particular will benefit from documented information on the contribution of leadership practice on utilization of M&E results. Decision will therefore be made on which of these variables to promote based on evidence. Further, government policy- makers will also take note of how policy intervention moderates leadership practices and stakeholder involvement in NGOs. Appropriate policies could therefore be formulated based on researched evidence. The study may also have significance to theory building in the subject as well as to scholars and researchers in general.

1.8 Limitations of the Study

One limitation of the study was the tight schedules and widespread of the NGOs in Nairobi County. It was anticipated that data collection would require significant amount of support in terms of manpower. To overcome this limitation, the researcher engaged research assistants. This ensured that the respondents were reached more easily and within acceptable time schedules. Further, there were differences in the understanding of utilization of M&E results by different M&E Leads, Program Directors, Program Managers and Project Coordinators. To overcome this, utilization of M&E results were broken down into understandable concepts and questions presented as prescribed by any M&E framework. Finally, the study was conducted in one county despite NGOs being spread in all counties in the country.

1.9 Delimitations of the Study

There were many variables that could influence utilization of M&E results. However, the study was confined to utilization of M&E results in terms of leadership practices and utilization of M&E results. Although there are many frameworks and models relating to utilization of M&E results in NGOs, the study was guided by the conceptual framework that provides the interrelationships between the stated variables. The study was conducted in 284 NGOs registered with the NGOs Coordination Board within Nairobi City County. The county was chosen since most NGOs had their headquarters in Nairobi City where M&E units were based. The study was confined to employees mandated to oversee the M&E operations as well as Program Directors, Program Managers and Project Coordinators; Despite NGOs operating in many counties, the study only examined the NGOs in Nairobi City County. Given the nature of the study only those involved in the implementation and supervision of M&E were targeted.

1.10 Assumptions of the Study

This study assumed that leadership practices had some influence on utilization of M&E results. Further, it is assumed that the M&E Leads, Program Directors, Program Managers and Project Coordinators would be able to articulate the required information in terms that can be measured empirically. Lastly, it is assumed that the security situation in Nairobi and the NGOs in particular would be tranquil for easy access of the respondents.

1.11 Definition of Significant Terms used in the Study

The following terms were defined as would be used in the study. It is acknowledged that they may not mean the same thing when used elsewhere.

Leadership practices: Way by which the management of an organization promotes utilization of M&E results, rewards and recognizes those who comply, commits towards utilization of M&E results and makes executable and replicable decisions regarding utilization. It also includes follow up on success and sanctions for those who fail to comply and commit to utilization.

M&E results: Outcomes of Monitoring & Evaluation exercises in NGOs that are usually communicated in the form of a report.

Utilization of M&E results: The action of making practical and effective use of M&E results to ensure that NGO objectives are realized. This ensures there is change in performance and learning in the NGO. There is also change in design of programs, program implementation and documentation of processes due to use of results.

1.12 Organization of the Study

The study is organized into five chapters where chapter one provides an introduction which has the background to the study, statement of the problem, purpose of the study, specific objectives, research questions and hypotheses, significance of the study, assumptions, limitations, delimitation and definition of significant terms. Chapter two consists of literature review, conceptual framework and the summary of the literature and gaps established.

In chapter three, various research design and methodological issues are described consisting of research philosophy, target population, sampling technique and sample size, data collection procedures, analysis and operationalization of the variables. Chapter four deals with data analysis, presentation, interpretation and discussion, followed by chapter five in which the summary of findings, conclusions, recommendations and areas of further research are discussed in that order.

II. LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature from a global, regional and local perspective. The purpose of this review is to place the work in the context of its contribution to the understanding of the research problem being studied. It also shows any knowledge gaps that exist in the literature and new ways to interpret prior research. Moreover, literature review also points the way forward in fulfilling a need for additional research and helps locate this research within the context of existing literature. It discusses previous studies conducted on the research topic providing an overview of Monitoring & Evaluation as well as the importance of Utilization of M&E results. Further, it explores the possible influence of Leadership practices on Utilization of M&E results in Non-Governmental Organizations in Nairobi City County. In addition to that, it discusses the theory that is relevant to the study and provides a conceptual framework in the form of a schematic diagram that illustrates the relationship between various variables under study. A chapter summary is also presented.

2.2 Utilization of M&E results in NGOs.

The strength of an evaluation is measured by the extent to which the results and recommendations are utilized (Patton, 1997). Utilization of evaluations has been appreciated by numerous scholars in the field of evaluations. (Patton 1997;Rebora and Turri 2011; Widmer and Neuenschwander, 2004). The extent to which these evaluations are utilized has been associated with the design of the institutions for which and in which evaluations are carried out. On this subject, Balthasar (2006 in Ledermann 2012; 2009), systematically presented the effect of the institutional design on the utilization of evaluations. In addition, available evidence indicates that the utilization level for the evaluation results is still low. This has resulted in perpetual low performance levels as indicated by the copious strikes from both students and staff fraternity (GOU 2015a). This low utilization level has been blamed on the institutional design. Therefore, through the study by GOU 2015a, the researchers intended to build on the work of Balthasar (2006 in Ledermann, 2012, 2009) to examine the influence of the institution's procedural rules, processes and capacities on the utilization of evaluations at Kyambogo University.

In a study to determine the influence of professional development in Monitoring and result utilization in Meru Region; Kenya. Pragmatic approach was used to lay foundation for a mixed mode approach in methodology thus allowing for both descriptive and inferential analysis of data. The study targeted employees working in project organizations in the region and had an experience of over two years. The sample size was 218. In general, the study noted high level of M&E results utilization at project level by project employees and that Professional development activities were being carried in the region at moderate extent. Together, all activities carried out to develop professionalism in M&E had a positive high correlation thus concluding that they have influence on the actual utilization of M&E results. The study established that a unit increase in professional development in the region result to 43.6% increase in M&E result utilization. It was recommended that more of professional development activities in M&E be undertaken to include even other users of M&E results outside the

Project organization to maximize on the evaluation results in order to justify the resources used in carrying M&E in organizations (Kithinji, Kidombo and Gakuu, 2016).

Utilization of evaluation is the use of the findings of an evaluation as well as the implementation of the recommendations of the evaluation. Johnson, Greenseid and Toal (2009) explain that evaluation use is 'any application of evaluation processes, products, or findings to produce an effect'. Evaluation utilization demonstrates the consequence of evaluation studies. It answers the question, 'So what after presenting the findings of an evaluation? It therefore underscores the linkage between evaluation and policy. This is because the aim of evaluation is to assist people and public organizations to improve their plans, policies and practices on behalf of citizens (Weiss, 1999). Utilization of evaluation results also ensures sustainability (Schaumburg-Müller, 1996). In this study, utilization is assessed in terms of its five strands of instrumental, conceptual, process-related, symbolic and general utilization (Balthasar, 2008).

Instrumental utilization of an evaluation is the implementation of the recommendations. This is the intended, targeted and direct use of evaluation by the decision-makers in the intervention. According to Rich (1991), instrumental utilization refers to 'utilization that can be documented'; however, Mayne (1994) regards instrumental utilization of evaluations as the implementation of evaluation results and recommendations. Vedung (1997) describes it as utilizing evaluations as means in goal-directed problem-solving processes. However, conceptual utilization is the change in opinions, attitudes or ideas regarding certain aspects of the evaluated programme as the consequence of an evaluation (Balthasar, 2009). Vedung (1997) shows that conceptual utilization occurs when cognitive, affective and normative insights are gained through evaluations. In the same way, Weiss (1977) observes it as an ongoing sedimentation of perceptions, theories, concepts, ways of looking at the world and enlightenment. Conceptual utilization as presented by Rossi, Lipsey and Freemen (2004) is the utilization of evaluation findings to enhance knowledge about the type of intervention under study with an intention of influencing the thinking about issues in a general way.

Process-related utilization as described by Patton (1997) is one that results in the sharing of the problem under investigation and develops strong networks for the commissioners of the evaluations. This same route is taken by Henry and Mark (2003) who explain it as the action or learning that takes place as a result of evaluation findings or as a result of participation in evaluation procedures. Symbolic utilization occurs when decision-makers use evaluations to confirm their perspective and to obtain legitimation for themselves (Henry and Rog, 1998). Henry and Mark (2003) conclude that it is the use of evaluation to claim a rational basis for action, or inaction, or to justify pre-existing positions. Moleko (2011) identifies the symbolic utilization of evaluation results when evaluation becomes an instrument of political maneuvering to the Pork-Barrel approach. From this perspective, evaluations are used as a justification for what decision-makers are interested in doing. Relatedly, Patton (2008) regards symbolic utilization as the token utilization made of an evaluation result to fulfill a requirement to do evaluation or to show support for an intervention area. A combination of all these four types of evaluation utilization therefore gives the general utilization; in this study, general utilization was used for the general benefit of utilization.

Evaluation is strongly dependent on its social and organizational context (Dahler-Larsen, 2012). This shows that the extent to which evaluation results are utilized is linked to the institutional context. In this regard, the researchers' choice of institutional design is supported by the empirical studies of Balthasar (2006, 2008) and Højlund (2014) that suggest the use of institutional design to explain the utilization of evaluation findings. Their empirical contribution in this regard motivated the researchers to study the institutional explanation for the utilization of evaluation results. Other studies in the field of evaluation utilization have dwelt on environment and process-related factors (Cousins and Leitherwood, 1986). For example, Lester and Wilds (1990) talk of contextual variables such as the nature of the political environment where policy analysis occurs, the nature of the problem, issue salience and bureaucratic variables, user characteristics, clear definition of objectives by decision-maker, decision-maker interest, decision-maker style and decision-maker participation, whereas Bayley (2008) presents the characteristics of the evaluation as factors that influence utilization of evaluation results.

Mackay (2006) uses institutionalization to describe the creation of a monitoring and evaluation

(M&E) system that produces monitoring information and evaluation findings which are judged valuable by key stakeholders, which are used in the pursuit of good governance and where there is sufficient demand for the M&E function to ensure its funding and its sustainability for the foreseeable future. Mackay (2006) and Kusek and Rist (2004) demonstrate that the utilization of results should be embedded within the operation framework of public sector organizations. Kusek and Rist advise that the success of any results-based M&E system depends on how lessons learned are incorporated into the decision-making process of the institution. This requires sustaining the M&E system within the organization that involves: demand for accountability, clear roles and responsibilities, trustworthy and credible information, accountability, capacity and incentives. Mackay (2006) buttresses that while in African countries public organization collect a range of performance information, the same is hardly utilized because its quality of data is often poor. Therefore, to enhance the utilization of evaluation results, Mackay advises that public sector organizations should build reliable data systems that support the M&E function. Moreover, Dhakal (2014) concludes that institutionalization of evidence-based policymaking, planning and decision-making practices is the panacea for timely demand and use of evaluations in the government sector.

2.3 Leadership Practices and Utilization of M&E Results in NGOs.

An investigation of the outcomes of management practices on organizational overall performance in small-scale businesses purposed to decide the impact of leadership practices on performance in small-scale firms. Transformational and transactional leadership patterns were taken into consideration. Transformational leadership behaviors and performance/outcome taken into consideration within the inquiry were charisma, inspirational motivation, and mental stimulation/person consideration; and effectiveness, extra effort, and satisfaction, respectively. Transactional leadership behaviors and performance/outcome variables were a constructive/contingent reward and corrective/management via exception; and effort, productivity and loyalty/commitment, respectively. The study used a survey design and employed evaluative quantitative interpretation approach. The analysis was based totally on primary data generated via a structured Multifactor Leadership Questionnaire (MLQ) administered on respondents (Obiwuru, Okwu, Akpa, Victoria and Nwankwere, 2011).

Responses to study statements were scaled and transformed to quantitative data via a code guide developed for the inquiry to permit segmentation of the response information into dependent and independent variables primarily based on leadership behaviors and related performance variables. OLS multiple regression models were defined, predicted and evaluated. The result indicated that whilst the transactional management approach had a considerable impact on overall performance, transformational leadership approach had a notable however insignificant impact on overall performance. The research concluded that transactional leadership approach was more suitable in inducing performance in small scale establishments than transformational leadership approach and, consequently, proposed transactional leadership for the small companies with built-in plans for transition to transformational leadership as the enterprises matured (Obiwuru, Okwu, Akpa, Victoria and Nwankwere, 2011).

Moreover, some studies have used a randomized controlled layout to evaluate the impact of coaching, and less have compared coaching with more interventions. In this inquiry, they investigated the relative effectiveness of coaching as an intervention to lessen procrastination. In a randomized managed study, respondents (N = eighty four) had been assigned to an individual coaching, a self-coaching, a set training, or a control group condition. Results revealed that individual coaching and group training had succeeded in lowering procrastination and facilitating goal attainment. Individual coaching created a high degree of satisfaction and was superior in supporting respondents in reaching their goals, whereas group training effectively promoted the acquisition of applicable expertise. The findings for the self-coaching condition display that independently engaging in exercises without being supported by way of a coach isn't always sufficient for objective attainment. Furthermore, mediation evaluation shows that a coach's transformational and transactional leadership conduct stimulated individuals' perceived autonomy support and intrinsic motivation, prompting useful coaching outcomes. Those outcomes can also guide the choice of suitable human resource improvement strategies. If there may be a widespread need to systematically put together personnel to carry out particular duties, organization training appears

suitable due to lower costs. However, whilst certain facets of working environment or personal improvement goals are paramount, coaching is probably also important. However, in addition, research is needed to evaluate the relative effectiveness of coaching with different interventions in exceptional contexts. (Losch,Traut-Mattausch, Mühlberger and Jonas, 2016).

In addition to that, leadership is principal in the executives and control of staff and associations. The appropriateness of leadership practices to be utilized in an association is pegged on the division of business in which they are working. A viable pioneer is an individual who realizes how to move and identify with subordinates, realizes how to inspire workers and increment their dedication to the association. The most general administration practices incorporate value-based, transformational and free enterprise. These three practices are generally connected in different associations today. Value-based initiative is about capacity to perform specific errands and remunerate or rebuff workers dependent on their execution. On the off chance that workers perform well, the pioneer will compensate them, however on the off chance that they perform ineffectively, they will be rebuffed. In transformational initiative, pioneers pass on the estimation of laborers focusing on what benefits their work group can accomplish instead of on individual interests. They realize how to comprehend worker and how to deal with them. In free enterprise leadership practice, pioneers have the least inclusion in basic leadership. They enable workers to settle on their own choices however they are as yet in charge of the result. Free enterprise works best when individuals are skilled and roused in settling on their own choices. Here, the workers are sure and there is no prerequisite for focal coordination (Alkahtani, 2015).

Transformational leadership links the power of a position to respond to the needs of the followers. Here, the vision of the leader ought to be conveyed to the follower. This vision occasionally calls for change within the company. This style is becoming more and more critical because of the call for organizational change in today's world of globalization. It's vital for transformational leaders to inspire the followers concerning their vision. (Burns, 1978).

Transformational leaders inspire their followers to be better in numerous ways (Avolio and Bass, 1988; Burns, 1978). The leaders focus on teamwork instead of individual interests. Transformational leadership distinctly defines the roles of the leader and the followers and additionally guarantees the followers are included within the leadership process. Successful leadership calls for leading others to think innovatively and promoting the persistent discovery of current answers to the issues being confronted. Studies show that leaders should have traits that facilitate followers to change from one state of affairs to another (Shamir, House, and Arthur,1993;Yukl, 1999). Transformational leadership can inspire personnel to move past their personal self-pursuits and pursue organizational goals and additionally inspire personnel to end up more efficient. Transformational leadership encourages followers to achieve more than ordinary and motivates them to surrender their personal pursuits for the good of other personnel or establishment (Barnett, McCormick, and Conners, 2001; Bass and Avolio, 1997; Northhouse, 2015).

Transformational leadership is further described in terms of the way the leader influences followers, who are meant to trust, respect and appreciate the leader (Bass and Steidlmeier, 1998). However, for laissez-faire practice, the involvement of leaders in decision-making is minimum and subsequently permits people to make their personal choices, despite the fact that the leaders are nevertheless accountable for the outcome. The transactional leadership practice was first defined by Max Weber in 1947, and once more by Bernard M. Bass in 1985.Transformational leadership is on one end of the leadership spectrum and transactional leadership is on the other end. There's no single approach that has been observed to be successful in all conditions (Bass, 1985; 1997; 1998). However, the point of interest of leadership has shifted from transactional models of leadership to a new style of leadership theories through highlighting on transformational leadership (Bass, 1985).

The foregoing literature has demonstrated that leadership practices are important in the utilization of M&E results in NGOs in Nairobi County. This has been identified as a factor that influences the utilization of M&E results. The variables to be included are promotion of utilization by leaders, rewards for those who comply, commitment by leaders towards utilization of results, executable decisions related to utilization. Others include replicable decisions with regard to utilization, follow up on utilization of results and punishment for non-utilization of results.

2.8 Theoretical Framework

In this study, the theoretical framework was based on Utilization-Focused Evaluation advocated by Patton (1997-2012) with a particular focus on utilization. Patton (1997) developed the framework that is based on usefulness of evaluation and called it the Utilization Focused-Evaluation. Since its inception, Utilization-Focused Evaluation has been confirmed and its major elements elaborated on by several other scholars. From 1997, literature illustrates that Patton's writings emphasized the importance of the use of evaluation results (Patton, 1997, 2002, 2008). Patton (1986) noted that, in evaluation, the utilization of results is critical. This phrase is the driving force behind Patton's Utilization-Focused Evaluation.

In the Utilization Focused Evaluation approach, usage of evaluation results is critical and can only happen if it was designed that way in liaison with all the stakeholders who will be using the results. Patton (2002) suggests that the most important criteria used when judging an evaluation is the extent to which the intended users actually use the results for program development, decision-making and improvement. According to Patton (1997), no matter how rigorous the methods of data collection, design and reporting are in evaluation, if it does not get used it is an unsuccessful evaluation. Patton (2012) explains that utilization-focused evaluation does not advocate any particular theory or framework; however, the design and methodology is expected to be rigorous and data collection tools reliable to ensure validity of the results. It is a participatory approach to aid primary intended users to pick the best models, methods, theory and uses for particular situations. It is an innovative way of generating useful evaluation. It moves away from abstract users to identified real primary users that are participants of the evaluation process (Patton, 2012).

Utilization–Focused Evaluation as outlined by Patton (2010) states that no evaluation should go forward unless and until there are primary intended users who will utilize the results generated. That is why utilization-focused evaluation is said to be highly personal and situational. Evaluators become facilitators and develop a working relationship with intended users to help with identification of the kind of evaluation they require (Patton, 2002). The outcome of the exercise will be negotiated between the two entities. Utilization-Focused Evaluation is guided by the framework of established evaluation standards and principles (Patton, 2002). Another premise of utilization-focused evaluation, is that the approach does not support any particular evaluation approach, content, model, method, theory or even the use. It allows the primary intended users to select the most appropriate model, method, theories and uses for their particular situation where situational responsiveness guides the interaction between the intended evaluator and the intended primary users. The UFE can include any form of evaluation design and methodology; it is a collaborative process between the evaluation facilitator and the intended users (Patton, 2010).

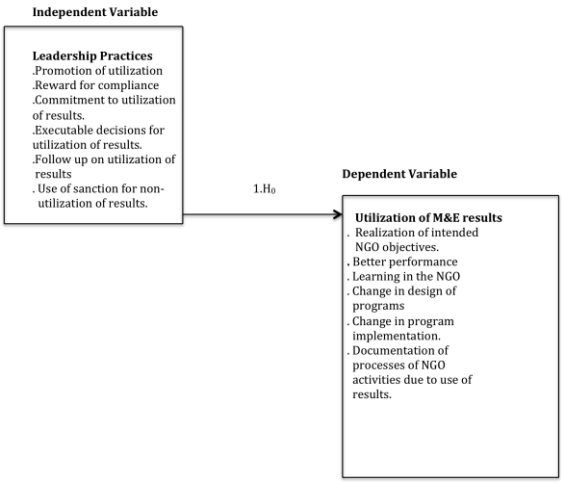
Lastly, according to Patton (2010) the psychology of use underpins utilization-focused evaluation; thus intended users are more likely to use evaluations when they understand and have ownership of the process and results and have been actively involved. Active involvement includes primary intended users, evaluators and facilitators, training of users, preparation of groundwork, and enforcing the intended utility of the evaluation. This study therefore adopted the Utilization-Focused Evaluation theoretical framework postulated by Patton as the basis for theory.

2.9 Conceptual Framework

The primary contention of this study is that utilization of M&E results in NGOs in Nairobi City County is influenced by factors that comprise; leadership practices, stakeholder participation in the M&E process, clarity of M&E findings, external pressure and government policy. The independent variables consisting of leadership practices, stakeholder participation and clarity of M&E findings were assessed and conclusions drawn on each factor and its influence on the utilization of M&E results in NGOs in Nairobi. The intervening variable, external pressure, was looked at and a determination made on its influence on the relationship between leadership practices and stakeholder participation on the one hand and utilization of M&E results on the other. The moderating variable, government policy was also analyzed and a determination made on its influence on the relationship between leadership practices and stakeholder participation on the one hand and utilization of M&E results on the other. The research shows how each of the independent variables, intervening variable as well as the moderator variable, contribute to the utilization of

M&E results in NGOs in Nairobi City County as indicated in Figure 1.

Figure 1: Conceptual Framework showing relationship between the research variables



Source: Perceived by Researcher

In Figure1**,** the dependent variable is utilization of M&E results, with leadership practices as the independent variable. Leadership practices include promotion of results utilization by NGO leaders as well as commitment towards utilization of M&E results. Through rewards for conformity and sanctions for non-conformity, leaders are perceived to be capable of influencing the use of M&E results in NGOs. To this end hypothesis number one (1) was tested to establish how leadership practices in terms of commitment of leaders as well as close follow up of work by leaders influences utilization of M&E results in NGOs in Nairobi City County.

2.10 Summary of Literature reviewed

In this chapter, literature has been reviewed on the dependent variable (Utilization of M&E results) as well as on the relationships between the dependent and independent variable of the study. Various studies point at the importance of utilization of M&E results in NGO work and the influence this has on the overall achievement of program and project goals. Utilization of results is therefore viewed as the main reason M&E endevours in NGOs are undertaken. Similarly, the independent variable leadership practices, emphasizes the importance of leadership in the utilization of M&E results. Practices of leaders inNGOs provide a platform for either utilization or otherwise in NGOs.

Regarding theoretical framework relating to utilization of M&E results, it was concluded that Utilization Focused Evaluation theory that emphasizes the use of M&E results is the most appropriate theory to anchor the study. A Conceptual Framework providing interrelationships between the variables was presented.

2.11. Knowledge Gaps

The gaps identified in previous studies relate to aspects such as methodology used where to a certain extent desktop research has been used more often than actual empirical studies. Without actual fieldwork, crucial elements of the research may be missed and therefore it is imperative that an empirical study be conducted to validate the desktop research findings. Moreover, some of the research undertaken has concentrated more on the use of M&E systems as opposed to the utilization of M&E results that emanate from these systems. This risks having working systems that provide useful information that in the long run may not be beneficial to the organization if it is not being used. Other conspicuous gaps include scope where some studies are too narrow concentrating on small-scale enterprises as well as specific counties while others are too wide representing Kenya and the region. Some studies have also focused more on public projects with little emphasis on NGO projects.

The focus on use of monitoring data with very little work on the use of evaluation data and results also points to an oversight on the part of the researchers. Ultimately, these studies do not particularly relate some variables which include leadership practices with use of M&E results and consequently necessitate my study.

III. RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology that was used in the study to establish the influence of leadership practices on the utilization of M&E results in NGOs in Nairobi City County. Discussions in the chapter revolve around the research paradigm and design, target population, sample size and sampling procedure, data collection and data analysis techniques. Ethical issues and operationalization of the variables are also presented.

3.2 Research Paradigm

A research paradigm explains the basic sets of beliefs that a researcher has. In this study pragmatism paradigm was adopted. This is a hybrid between positivist and constructivist paradigms. The positivist research paradigm strives to investigate, verify and predict regulation-like patterns of conduct, and is typically utilized in graduate studies to check theories or hypotheses (Creswell, 2008). However, to the constructivist, learning occurs only when the learner discovers the knowledge through the spirit of experimentation and doing (Dogru et.al., 2007). The constructivism philosophical paradigm is associated with qualitative research approach. This is the case because the paradigm seeks to understand a phenomenon under study from the experiences or angles of the participants using different data collecting agents. Pragmatism is a deconstructive paradigm that advocates for the use of blended techniques in research, "sidesteps the contentious issues of fact and reality" (Feilzer 2010, p. 8), and "focuses alternatively on 'what works' as the fact concerning the research questions under investigation" (Tashakkori and Teddlie 2003b, p. 713). In that sense, pragmatism rejects a position among the two opposing viewpoints. It rejects the choice related to the paradigm wars. For pragmatists, there is certainly such a thing as truth, but it is ever changing, primarily based on our moves (Kithinji, Gakuu and Kidombo, 2017).

This study is anchored on pragmatism paradigm since the NGOs in Nairobi City County are diverse with different purposes that need different capacities and approaches in investigating. The quantitative analysis in this study is based on the positivist philosophy which pre-supposes that phenomena has already expressed itself in the field and that the researcher is going to collect data based on reality which already exists out there. However, the fact that the data also contains a substantial amount of expressions of opinion by respondents makes it clear that the information that was collected using the data collection instruments was largely constructed by the informants and may not be an objective reality as such. A good amount of information was obtained using interview schedule. This information was constructed by Key Informants and analyzed using qualitative approach, hence the constructivist philosophy at play. Therefore, the information sought was obtained from multiple sources and accommodated multiple stances and values thus a justification for using mixed methods in data collection. This dynamism could easily be accommodated by pragmatism, which offers bases for use of different tools such as questionnaires and Interview guides in data collection.

3.2.1Research Design

Research design is defined as the overall strategy that a researcher chooses to integrate the different components of a study in a coherent and logical way, thereby, ensuring the research problem is addressed. It constitutes the blueprint for the collection, measurement, and analysis of data (De Vaus, 2001). This study used a cross sectional survey research design.

A Cross-sectional survey research design is a present-oriented design that is used to investigate populations by selecting samples to analyze and discover occurrences (Oso and Onen 2009). It was used to study a group of people at just one time, in a single session, focusing on utilization of evaluation results in NGOs. Surveys are designed to provide a picture of how things are at a specific time. Cross-sectional survey design was adopted because it helps the researcher to collect information from a sample of a much wider public at a specific time and use such data to make inferences about the broader public (Amin, 2005).

Considering that in this study the influence of the independent variable was to be determined, cross-sectional survey research design was considered most suitable for the task.

3.3 Target Population

The target population for a survey is the entire set of units for which the survey data are to be used to make inferences. The target population of this study consisted of 979 NGOs operating in Nairobi City County (NGO Coordination Board, 2019). Program Directors, Program Managers and Project Coordinators in these NGOs were selected as informants to provide information for the study. The target population defines those units for which the findings of the survey are meant to cover for purposes of generalization (Lavrakas, 2008). It is the total group of individuals from which the sample might be drawn (McLeod, 2014).

The unit of analysis in this study was the NGOs in Nairobi County. The sectors in which these NGOs operate include Education, Health, Environment, Women, Relief, and Economic Empowerment. Table 3.1 provides a summary of the population of interest in the county.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 3.1: Target Population

No	Sector	Respondent	No of NGOs
1.	Youth	M&E Lead	83
2.	Welfare	M&E Lead	27
3.	WATSAN	M&E Lead	7
4.	Voter Education	M&E Lead	1
5.	Training	M&E Lead	2
6.	Trade	M&E Lead	1
7.	Sports	M&E Lead	2
8.	Research	M&E Lead	1
9.	Religion	M&E Lead	1
10.	Relief	M&E Lead	25
11.	Refugees	M&E Lead	9
12.	P&RH	M&E Lead	13
13.	Peace Building	M&E Lead	34
14.	Others	M&E Lead	8
15.	Old Age Care	M&E Lead	5
16.	Microfinance	M&E Lead	24
17.	L&CE	M&E Lead	1
18.	Information	M&E Lead	4
19.	ICT	M&E Lead	8
20.	Human Rights	M&E Lead	3
21.	HIV & AIDS	M&E Lead	58
22.	Health	M&E Lead	116
23.	Governance	M&E Lead	30
24.	Gender	M&E Lead	39
25.	Environment	M&E Lead	44
26.	Energy	M&E Lead	1
27.	Education	M&E Lead	187
28.	Disability	M&E Lead	35
29.	Children	M&E Lead	139
30.	Capacity Building	M&E Lead	1
31.	Animal Welfare	M&E Lead	2
32.	Agriculture	M&E Lead	67
33.	A&E	M&E Lead	1
Total			**979**

Source: NGO Coordination Board (2019)

As noted, the choice of M&E Leads as the respondents in NGOs, was informed by the fact that they are in charge of the M&E function in their organizations. Therefore, they were considered to have the required information in terms of utilization of M&E results. Moreover, Program Directors, Program Managers and Project Coordinators are key informants in the management of NGOs and the respective M&E–related activities and were expected to have necessary information related to utilization of M&E results.

3.4 Sample Size and Sampling Procedure

This is the process of selecting respondents in the selected NGOs who were to provide necessary information for hypothesis testing in order to realize the research objectives. From the sample it was possible to make generalizations of the findings for the entire population. A number of procedures were applied as explained in the next sub-section.

3.4.1 Sample Size

The sample size for this study was determined by calculating from the target population and applying the formula advanced by Cooper and Schindler, (2003). Where

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

Where: n= Sample size, N= Population size e= Level of Precision. At 95% level ofconfidence and P = 0.05

Thus,

$$n = \frac{979}{1 + 979\,(0.05)^2}$$

n= 284

This sample size was considered adequate to undertake necessary statistical analyses for the study (Krejcie and Morgan, 1970; Cohen, 1988; Chuan, 2006). Using the allocation method in Stratified sampling, sample size through proportional allocation method was used: In this method, the sampling fraction, was the same in all strata. With the sample size determined, the elements selected among the strata were as summarized in Table 3.2.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 3.2: Table of sample size

Sector of NGO	Target Population	M&E Leads	Program Director	Program Manager	Project Coordinator
Youth	83	24	1		
Welfare	27	8			
WATSAN	7	2			
Voter Education	1	0			
Training	2	1			
Trade	1	0			
Sports	2	1			
Research	1	0			
Religion	1	0			
Relief	25	8			
Refugees	9	3			
P&RH	13	4			
Peace Building	34	10			
Others	8	2			
Old Age Care	5	1			
Microfinance	24	7			
L&CE	1	0			
Information	4	1			
ICT	8	3			
Human Rights	3	1			
HIV&AIDS	58	17		1	
Health	116	34		1	
Governance	30	9			
Gender	39	11			
Environment	44	13			
Energy	1	0			
Education	187	54			1
Disability	35	10			
Children	139	40			1

3.4.2 Sampling Procedures

Sampling procedure refers to the framework within which sampling takes place. Multi-stage sampling technique was used, beginning with stratified random sampling, followed by purposive sampling. Stratified random sampling was used to categorize NGOs in different sectors. This was to ensure proportionate representation of various sectors and to increase the efficiency of the study (Kithinji, Gakuu and Kidombo, 2017). In order to select respondents in each stratum, random sampling was employed for each category to ensure that M&E Leads were given equal chance of being selected. Thereafter, Program Directors, Program Managers and Project Coordinators were purposively selected for Key Informant Interviews.

3.5 Research Instruments

Given the nature of the study objectives, primary data was collected by adopting pragmatism approach in which various instruments of data collection were used. Qualitative and quantitative data was collected for analysis. Two instruments were used namely, questionnaires and interview guides with the latter providing in-depth information and triangulation of data. One M & E staff from each NGO filled a questionnaire. Two Programs Directors, two Program Managers and two Project Coordinators were the Key Informants. The study collected primary data from the respondents through the use of self-administered questionnaires and Key Informant Interview guides.

3.5.1 Questionnaire

The questionnaire was the main tool for collecting primary quantitative data. A questionnaire is a data collection instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Gillham, 2008). Questionnaires are often a one-time data-gathering device on the variables of interest to the researcher (Amin 2005). The questionnaire had a set of questions designed to collect data on opinions of the respondents related to the various issues indicated in the study objectives, hypotheses and eventually summarized in the conceptual framework and hypothesis testing. Questions in the tool were closed-ended and set on a five-point Likert-scale as well as a ten - point Visual analogue scale.

3.5.2 Interview Schedule

An interview guide is basically a list containing a set of questions that have been prepared, to serve as a guide for interviewers, researchers and investigators in collecting information or data about a specific topic or issue. Though the questionnaire was the main data collection instrument, the interview guide was used to collect data for triangulation in order to fill gaps or provide technical information that the questionnaire would have left out. The interviews targeted Program Directors, Program Managers and Project Coordinators with an aim of obtaining data that would be used to verify and add meaning to information collected using questionnaires. By virtue of the interview being face to face, the interviewer was able to observe non-verbal cues that would add meaning to the process.

3.5.3 Pilot Testing of the Instruments

This involved checking for the suitability of the structured questionnaire. The quality of research instrument determines the outcome of the study (Alan and Emma, 2011). Testing of the research instrument on a pilot sample was done a week prior to the study. This process allowed the researcher to check whether respondents understood the questions and instructions correctly and in the same

way. Ten percent (28) respondents with similar characteristics exhibited by the target population were used to answer the questionnaire. These comprised M&E Leaders from: Community Urban Rural International; Pacemaker International; Women, Youth and Children Development Organization; Boy-Child Agenda International; Youth Against Disasters; Global Welfare Programs and Projects Intersolace Organization; Prisoners Care Program; Paulines Prisons Outreach & Rehabilitation Services; Ansar Islamic Organization; Gargaar Relief & Development Organization; Catholic Organization For Relief & Development; People For Peace Kenya; Association of Christian Resources Organization Serving Sudan; Seeds of Peace Africa International; Peace League Africa; Peaceful Heart & Mind Changing Organization; Benadett Thogori Foundation; Kenya Outreach Social & Women Empowerment Program; Baliti Forum; Community Urban Rural Education International; Movement of Men Against AIDS in Kenya; Restore Hope Foundation; Rehabilitation After Care Empowerment Initiative International; Tumaini Fund For Economic Development International; Safeguard Young Lives Organization; Healthcare Assistance Kenya; Organization For Environmental Change and Association On The Way To Peace Kenya. One (1) respondent (Program Manager) from Dream Again Foundation, were used to answer the interview schedule. Ten percent of the sample size is considered reasonable enough for pilot testing (De Vaus, 1993; Baker, 1994). The researcher took detailed notes on how participants react to the formats of the instruments, how long the respondents took in responding to the questions, with questions that were perceived not clear being clarified. Responses to all the questions were studied to ascertain whether they represented the data intended to be collected. The researcher would then modify the tools based on the results of the pilot. Moreover, retest and discussions with the supervisors were done to further refine the tools.

3.5.4 Validity of Instruments

The types of validity in this section comprised content and face validity. Content validity pertains to the degree to which the instrument fully assesses or measures the construct of interest whereas face validity refers to the degree to which a procedure especially a psychological test or assessment appears effective in terms of its aims. Content validity of the instruments was established through the review of literature to see evidence of content validation studies and reported reliability statistics of published studies that had used the instruments. The use of pragmatism significantly strengthened the validity and operational utility of the constituent designs. The key point of using pragmatism was to triangulate data sources so as to check the validity of one instrument against another (Bamberger et al., 2010). Validity of the instruments and the study in general was strengthened by collecting both quantitative and qualitative data concurrently. Thereafter, Face Validity was measured using the opinion of the supervisors as experts to review the appropriate indicators of the variables and verify consistencies of the questionnaire with the content area. The questions of concern here were the interpretation of the test results and the determination of whether the measurements picked the correct variables.

3.5.5 Reliability of Instruments

Although reliability is important for a study, it is not sufficient unless combined with validity. In other words, for a test to be reliable, it also needs to be valid (Wilson, 2010). Since experts assessed the suitability of the instruments, reliability was also increased. All the instruments were checked on how well they fitted with the concepts in the study before piloting was done. The questionnaire and the interview guide were pretested with a total of 28 respondents for the questionnaire and 1 respondent for the interview guide; representing 10 per cent of the study sample before the actual data collection process began. The pretest sample was drawn from a different population, but one that was similar.

Cronbach's alpha coefficient for internal consistency reliability for all the scales used was calculated and reported (Gliem and Gliem, 2003). It is viewed as the most appropriate measure of reliability when making use of Likert scales (Whitley, 2002, Robinson, 2009). No absolute rules exist but most agree on a minimum internal consistency coefficient of .70 (Whitley, 2002; Robinson, 2009). For an exploratory or pilot study, it is suggested that reliability should be equal to or above ≥ 0.60 (Straub, Boudreau & Gefen, 2004). Hinton et.al (2004) have suggested four cut-off points for reliability, which includes excellent reliability (≥ 0.90) high reliability ($0.70 > 0.90$), moderate reliability ($0.50 > 0.70$) and low reliability (≤ 0.50). A reliability of equal to or more than 0.60 was considered acceptable. These tests are reported in the table below.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 3.3 Analysis of reliability of research instrument

Variable	Cronbach's alpha	No of Items
Leadership practices	0.798	5
Utilization of M&E results	0.818	6

To determine if the coefficient obtained from the analyzed data was acceptable or not the researcher followed a commonly acceptable rule of the thumb for describing internal consistency using Cronbach's alpha as follows:

Cronbach's alpha	Internal consistency
a≥0.9	Excellent
0.9>a≥0.8	Good
0.8>a≥0.7	Acceptable
0.7>a≥0.6	Questionable
0.6>a≥0.5	Poor
0.5>α	Unacceptable

The alpha coefficients obtained in this study were all greater than 0.7. This meant that the research instrument was reliable and hence appropriate for the study.

3.6 Data Collection Procedure

Various data collection procedures were followed. First, letters of support were obtained from the University of Nairobi starting with the research supervisors, followed by Department of Education and Distance Studies, the School of Open and Distance Learning and Graduate School. Second, a research permit was obtained from NACOSTI and authorization letters from Nairobi County NGOs Coordination Board and the County Commissioner. Thereafter, Research Assistants (RAs) were recruited and trained on how to administer the research instruments. Given the nature of information required, the researcher conducted interviews on key informants. The RAs were however involved in the distribution and collection of questionnaires.

3.7 Data Analysis Techniques

Data generated was first edited to detect any errors and omissions. Coding was done by developing a code book where numerals were assigned to ensure entry of data into a limited number of categories or classes. Qualitative data was analyzed using content analysis. Given the large volume of data collected, classification was done to reduce the data into homogeneous groups to enable the researcher to get meaningful relationships and interpretation qualitatively.

For quantitative data, descriptive analysis in terms of frequencies, means and standard deviation was done to show distribution of variables as they presented themselves. Further investigation was done by regression analysis to examine the influence of independent variables on the dependent variable, the joint influence of independent variables on the dependent variable, the intervening influence of external pressure on the relationship between leadership practices and stakeholder participation on the one hand and utilization of M&E results on the other as well as the moderating influence of Government policy on the relationship between leadership practices and stakeholder participation on the one hand and utilization of M&E results on the other. Hypotheses were tested at $\alpha \leq 0.05$.

Table 3.4: Hypothesis Test

Objective	Hypothesis	Model
To assess the extent to which leadership practices influences utilization of M&E results in NGOs in Nairobi County.	***1H₀:*** Leadership practices do not have a significant role in influencing utilization of M&E results in NGOs in Nairobi County.	$Y= \beta_0+\beta_1X_1+\varepsilon$ where: Y= Composite for utilization of M&E results B_0 = Constant β_1 = Beta coefficient X_1=Composite for Leadership practices ε=Error term

For this test, the null hypothesis was rejected at 95% confidence level or 0.05 level of significance.

3.8 Ethical Issues

The primary concern of the investigator should be the safety of the research participants (Adams, 2013). Prior to commencing the field data collection exercise, the researcher sought approval through a letter of recognition from the University of Nairobi and subsequently obtained a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Given the sensitivity of some information, the researcher held moral obligation of treating the information with utmost confidentiality. The data collection instruments were developed and designed in such a way that the study procedures did not cause any harm or emotional distress to the respondents. For respondents who were reluctant to disclose some information, the researcher reassured them of strict confidentiality of the information given. The research was based on voluntary participation and the respondents were not under any form of duress to respond to any questions they felt uncomfortable with. Where

necessary, absolute sensitivity and caution were exercised.

Respondents were fully informed about the procedures involved in the research and their consent sought before commencing. In order to safeguard the rights of the participants, the research assistants explained to them the scope, purpose and benefits of the study and confidentiality of the information sought. Items in the instruments for data collection were designed to make them clear, simple and ensure there were no misleading questions. This was reaffirmed through pilot testing of the instruments.

There was need to make the variables clear by showing the indicators that would be measured. The variables per research objective were identified with corresponding indicators, measurement scales and type of analysis as summarized in Table 3.4. Further, information obtained by the Interview guide was on nominal scale and was analyzed qualitatively.

IV. DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis, presentation, interpretation and discussion of findings relating to the study objectives. Further, it presents questionnaire return rate, demographic information, basic tests for statistical assumptions, utilization of M&E results and relationship between leadership practices and utilization of M&E results.

4.2 Questionnaire Return Rate

The study administered 284 questionnaires to 284 M&E Leads in NGOs in Nairobi County for data collection. From these, 207 were properly filled and returned. This represented 72.89 percent successful return rate. Babbie (2003) postulates that a return rate of 50% is adequate, 60% good and 70 % very good for analysis. Schutt (1999) argues that anything below 60% is unacceptable. Non - response errors occur when a significant number of subjects in the sample do not respond to the survey and when they differ from respondents in a way that influences, or could influence, the results (Harrison and Draugalis, 1997). This implies that the 72.89 percent return rate was appropriate for data analysis. This return rate was attributable to the use of self-administered questionnaires in which the researcher was in a position to clarify any items the respondents did not clearly understand. The results of the questionnaire return rate are presented in Table 4.1 below.

Table 4.1 Questionnaire Return Rate

Sector of NGO	Sample Size	Returned	Return Rate
Youth	24	20	83.3%
Welfare	8	4	50.0%
WATSAN	2	1	50.0%
Training	1	1	100.0%
Sports	1	1	100.0%
Relief	8	5	62.5%
Refugees	3	3	100.0%
P&RH	4	2	50.0%
Peace Building	10	8	80.0%
Others	2	1	50.0%
Old Age Care	1	1	100.0%
Microfinance	7	5	71.4%
Information	1	1	100.0%
ICT	3	1	33.3%
Human Rights	1	1	100.0%
HIV&AIDS	17	13	76.5%
Health	34	25	73.5%
Governance	9	9	100.0%
Gender	11	9	81.8%
Environment	13	12	92.3%
Education	54	40	80.0%
Disability	10	8	80.0%
Children	40	20	50.0%
Animal Welfare	1	1	100.0%
Agriculture	19	14	73.68%
Total	**284**	**207**	**72.89%**

4.3 Demographic Information of Respondents

The criterion used to determine participation in the study was based on a list provided by the NGO Coordination Board of all registered NGOs in Nairobi County. Therefore, all NGOs in this list were qualified to take part in the study. This section therefore provides demographic information of the sampled NGOs in Nairobi County.

4.3.1 Gender of the Respondents

The study examined whether the respondents' gender were normally distributed. Respondents were asked to specify their gender.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 4.2: Gender of the Respondents

Categories of Demographics	Frequency	Percent
Gender		
Male	117	56.5%
Female	90	43.5%
Total	**207**	**100.0%**

The study covered respondents from 207 NGOs in Nairobi County and interviewed a total of 207 M&E leads whose finding are presented. Of these respondents, 117(56.5 per cent) comprised males whereas 90 (43.5 per cent) were females. Both genders were significantly represented in the responses received and therefore the data collected provides valuable information from both genders. (See Table 4.2 above).

4.3.2 Age of the Respondents

The participants in the study were requested to indicate their age. The results are as shown in table 4.3 below.

Table 4.3: Age of the Respondents

Age of the respondents	Frequency	Percent
Below 25 years	1	0.5%
26-35 years	15	7.2%
36-45 years	96	46.4%
46 years and above	95	45.9%
Total	**207**	**100.0%**

In table 4.3, it emerges that majority of the respondents were above 36 years with 96 (46.4 per cent) being between the age of 36 to 45 years and a further 95 respondents (45.9 per cent) being 46 years and above. This may be an indication that M&E leadership positions in NGOs within Nairobi are mostly occupied by individuals who may not be within the age of youth as defined in Kenya. This may signify that the respondents had a lot of experience in their jobs and thus would be very useful in providing insights related to the research. It is however worth noting that one (0.5%) individual was below the age of 25 years. The mean age of respondents was 3.38 (36-45 years).

4.3.3. Respondents' Education Level

The participants were requested to indicate their education level. Education level was important in the study since it gives an idea of the respondents' ability to respond to questions in the research instrument. The options that were provided included primary, secondary, undergraduate and post-graduate levels. The results are presented in Table 4.4 below.

Table 4.4: Respondents' Education Level

Education Level	Frequency	Percent
Primary	1	0.5%
Secondary	6	2.9%
Undergraduate	104	50.2%
Post-Graduate	96	46.4%
Total	**207**	**100.0%**

According to table 4.4, the education level of the respondents was mostly between undergraduate level at 104 (50.2%) and post graduate at 96 (46.4%). This points to the fact that majority of the respondent had received basic as well as higher education and thus implying that they may have been well versed on the issues at hand due to their educational background. This observation is affirmed by Cameron Johnson, 2021 who postulates that lower education levels, the more likely participants would display extreme response traits and thus affect the authenticity of the responses. Moreover, accordingly to Tom Smith, 1993, giving no answers was significantly related to less schooling and lower verbal ability.

4.3.4 Respondents' Qualification In M&E

The participants were requested to indicate their qualification in M&E. This was important in the study since it gives an idea of the respondents' specific competence related to M&E that was the main area of focus in the study. The options that were provided included certificate, diploma, undergraduate and post-graduate qualifications. The results are presented in Table 4.5 below.

Table 4.5: Respondents' Qualification In M&E

Qualification in M&E	Frequency	Percent
Certificate	108	52.2%
Diploma	21	10.1%
Undergraduate	56	27.1%
Post graduate	22	10.6%
Total	**207**	**100.0%**

In table 4.5, regarding the respondents specific qualification in M&E, it emerged that more than half the respondents 108 (52.2%) had at least a certification in M&E, suggesting that they may have had the competence to know significant information on utilization of M&E results in their organizations. A combined 78 (37.7 per cent) had either undergraduate or post graduate qualification in

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

M&E. In total all respondents (207) held at least a certificate in M&E or above.

4.3.5 Years worked for the organization

The respondents were asked to indicate their years of experience with the organization. This was important to the study since it gives an idea of the respondents' experience working with the organization. The results are presented in Table 4.6 below.

Table 4.6: Years worked for the organization

Years worked for the organization	Frequency	Percent
0-5 years	15	7.2%
6-10 years	79	38.2%
11-15 years	77	37.2%
16 and above	36	17.4%
Total	**207**	**100.0%**

Related to experience in the NGO, 79 (38.2%) and 77 (37.2%) had between 6 to 15 years of experience in the NGO, suggesting that this level of experience would contribute towards obtaining accurate answers related to the area of research.

4.3.6 Years worked for organization in M&E

The participants were requested to indicate their years of experience specifically in the sector of M&E. This was important in the study since it would give an idea of the respondents' specific competence and experience related to M&E that was the main area of focus in the study. The results are presented in Table 4.7 below.

Table 4.7: Years worked for organization in M&E

Years worked for organization in M&E	Frequency	Percent
0-5 years	39	18.8%
6-10 years	84	40.6%
11-15 years	59	28.5%
16 and above	25	12.1%
Total	**207**	**100.0%**

Related to M&E – related experience in the NGO, 84 (40.6%) and 59 (28.5%) had between 6 to 15 years of experience in the NGO, suggesting that this level of experience in M&E would contribute towards obtaining accurate answers related to the area of research.

4.4 Tests for Statistical Assumptions and Analysis

Tests for statistical assumptions and analysis were necessary to ensure that basic assumptions for parametric tests were observed. Typical assumptions for parametric tests include normality, no autocorrelation, homogeneity of variance, linearity and independence. In case any of the assumptions of regression are violated, then confidence intervals and other scientific understandings from a regression model may be inefficient, biased or even misleading. Reliability test, control of type I and II errors and analysis of likert - type and visual analogue scales data are also discussed in this section. Hence this study proceeded to test for these assumptions to ensure they were adhered to.

4.4.1 Test of Normality

Tests for normality were conducted to check whether the data were normally distributed. Multiple outputs were checked for normality. First, the focus was on skewness and kurtosis which were expected to be as close to zero as possible in SPSS. Skewness refers to the measure of the asymmetry of your distribution whereas kurtosis is the measure of "peakedness" of your distribution. The skew value of a normal distribution is zero, usually implying symmetric distribution. A positive skew value indicates that the tail on the right side of the distribution is longer than the left side and the bulk of the values lie on the left of the mean. In contrast, a negative skew value indicates that the tail on the left side of the distribution is longer than the right side and the bulk of the values lie to the right of the mean (Kim, 2013). In reality however, data are always skewed and kurtotic. A small departure from zero is therefore no cause for alarm. Measures obtained were thus divided by their standard error and a Z-score obtained. For medium- sized samples ($50<n<300$), reject the null hypothesis of normality at absolute z-value over 3.29, which corresponds with an alpha level 0.05, and conclude the distribution of the sample is non-normal (Kim, 2013). In this case -0.192/0.169 = -1.136 for skewness and 0.270/0.337=0.801 for kurtosis. These scores were between -3.29 and +3.29. These values were neither below -3.29 nor above +3.29 that was what was required. Hence the conclusion that the data were a little skewed and Kurtotic, for Utilization of M&E results but did not differ significantly from normality. Based on this rule, there was strong evidence that data were approximately normally distributed in terms of skewness and kurtosis. Other outputs that confirmed this conclusion were the QQ plots where most points were along the straight line as well as the histograms that were bell-shaped. The findings are illustrated in Table 4.8 below.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 4.8 Normality Test Results (Skewness and Kurtosis) for Dependent Variable

Variable	Skewness		Kurtosis	
Utilization of M&E results	Statistic	Std. Error	Statistic	Std. Error
	-.192	.169	-.270	.337

4.4.2 Independence of Residuals- Durbin-Watson Statistics

The Durbin-Watson Statistic is a test statistic used in statistics to detect auto-correlation in the residuals from a regression analysis. The Durbin - Watson statistic will always assume a value between 0 and 4. A value of 2 indicates that there is no autocorrelation. Autocorrelation is also called serial correlation and refers to the degree of correlation between the values across different data sets. It is usually used when working with time series in which observations occur at different points in time (Corporate Financial Institute, 2021). Autocorrelation makes predictors seem significant when they are not. The value of Durbin-Watson statistic lies between 1.5 to 2.5 for the acceptable range (Gujarati and Porter, 2009).

Table 4.9: Test of Independence (Durbin-Watson Statistic)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.328	.107	.103	.38505	1.782

Predictors: (Constant), Leadership Practices
Dependent Variable: Utilization of M&E results

The findings in Table 4.9 show that Durbin-Watson statistic computed for this study was 1.782, which lies between 1.5 and 2.5 and therefore suggests that there was no autocorrelation in the sample.

4.4.4 Test of Homogeneity of Variances

The Levene's test was carried out to verify the assumption that variances across two samples are approximately equal i.e the error variances are equal or homoscedastic. Violation of this assumption leads to bias in test statistics and confidence intervals. Error terms with no constant variance are said to be heteroscedastic. Levene's test starts with a null hypothesis which in this case is that there is no difference between the variance of the first group and the variance of the second group. Here we want the variances to be the same. We would like Levene's test to be non-significant. That is the assumption of the independent sample t-test. The group variances do not differ. We want the Levene's test to be non-significant because we do not want the variances to be different. Therefore an assessment of the heteroscedasticity of the residuals of Utilization of M&E results was conducted. In Levene test the null hypothesis is rejected if (homoscedasticity) level of significance is less than 0.05. Table 4.11 below shows a Levene's statistic of 0.330 with a significance of 0.566.

Table 4.11 Test of Homogeneity of Variances

Levene's Statistic	df1	df2	P-value
0.330	1	205	0.566

If the significance is >0.05 (non-significant) the variances are not significantly different so equal variances are assumed. In this case the probability was 0.566 and thus the assumption of homogeneity of variance had been met. The variances are equal or at least close enough. However, if the significance was less than 0.05 Levene's Test would be significant and so equal variances would not be assumed.

To ascertain the authenticity of the Levene's statistic, an independent sample T-test was done. The output from this confirmed what we obtained from the Levene's statistic and was represented as F (1,205)= 0.330, p=0.566.

To test for homoscedasticity of data, the standardized predicted variables were plotted against the standardized residuals and the resulting scatterplots interpreted. The resulting rectangular pattern of dots in the scatterplots for all the predictor variables against the outcome variable led to the conclusion that the data was both linear and homogeneous. Therefore, the null hypothesis that the variances were heterogeneous was rejected.

4.4.6 Reliability Test

Cronbach's alpha coefficient for internal consistency reliability for all the scales used was calculated and reported (Gliem and Gliem, 2003). It is viewed as the most appropriate measure of reliability when making use of Likert scales (Whitley, 2002, Robinson, 2009). No absolute rules exist but most agree on a minimum internal consistency coefficient of .70 (Whitley, 2002; Robinson, 2009). For an exploratory or pilot study, it is suggested that reliability should be equal to or above $\geq$ 0.60 (Straub, Boudreau & Gefen, 2004). Hinton et.al (2004) have suggested four cut-off points for reliability, which includes excellent reliability ($\geq$ 0.90) high reliability (0.70 > 0.90), moderate reliability (0.50 > 0.70) and low reliability ($\leq$ 0.50). A reliability of equal to or more than 0.60 was considered acceptable. These tests are reported in the Table 4.13 below.

Table 4.13 Analysis of reliability of research instrument

Variable	C ronbach's alpha	No of Items
Leadership practices	0.798	5
Utilization of M&E results	0.818	6
Average	**0.808**	**6**

From Table 4.13 above, the findings show that average Cronbach's Alpha coefficient for the variables was 0.808. Further, the results showed that leadership practices had a value of 0.798 and utilization of M&E results had a value of 0.818. The findings on reliability showed that the alpha coefficients obtained in this study were all greater than 0.7. This meant that the research instrument was reliable and hence appropriate for the study.

4.4.7 Control of Type I Error and Type II Error

For validity of statistical findings, the researcher ensured Type I and Type II errors were controlled. These errors may result in wrong interpretation of results. When a true null hypothesis is rejected , Type I errors do occur (Bryman, 2012). To minimize Type I errors in the study, 95% confidence interval was used as demonstrated by Bryman (2012). This meant that the standard variate was 1.96 and alpha value (significance level) was p= 0.05. Moreover, Type II errors were managed by taking a census of 284 respondents. According to Bhattacherjee (2012), the use of many respondents addresses Type II errors.

4.4.8 Analysis and Decision Rule of Likert-Scale Data.

The study employed the use of multiple Likert-type items whereby responses were summed up together yielding data that was interval in nature. Various kinds of rating scales have been developed to measure attitudes directly with the most widely used being the likert scale. In its final form, the Likert scale is a five (or seven) point scale which is used to allow the individual to express how much they agree or disagree with a particular statement (McLeod, S.A. 2019).The population in this study exhibited a normal distribution while the sample was large enough to allow the application of parametric tests. The questionnaires in the quantitative study employed the use of likert scales and were coded in such a way that the magnitude of difference between items was established. A five-point Likert-scale was used and was anchored on measurements that ranged from very low score to very high score between 1 and 5. Where 1 =strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree. The averages of the summed score per respondent also ranged from 1 to 5. In order to fulfill the equidistance assumption in the likert scale the distance between 1 and 5 was divided into 5. This resulted into 0.8 units. The equidistance of 0.8 was distributed across the likert scale resulting into the following intervals: 1.0<1.8, 1.8<2.6, 2.6<3.4, 3.4<4.2, 4.2<5.0. The decision rules was such that; 1<SD<1.8=Very Low/Strongly Disagree (SD); 1.8D<2.6=Low/Disgree (D); 2.6<N<3.4=Neutral (N); 3.4<A<4.2=High/Agree (A); and 4.2<SA<5.0=Very High/Strongly Agree (SA).

Further, the study summed up the means of individual items and then obtained the mean of means which acted as the base for interpretation of average performance of the main variable. Therefore, the mean was used in the analysis and interpretation of the results of individual items while the mean of means was handy in the analysis and interpretation of the main variables of the study.

4.4.9 Analysis of Visual Analogue Scale Data

A limitation of a Likert scale is that words used in the development of statements may affect responses and not even be enough in the description of subjective complex and continuous phenomenon. Further, this selection of a number of statements may also be an issue because too many statements may lead to difficulties in selection and too few statements may not provide enough options forcing respondents to choose answers that fail to represent their true intent. In addition to that, the average score of a multi-item Likert scale question results in diverse rating combination and hence may lead a researcher to making wrong conclusions (Hasson and Arnets, 2005). As a results of this, the Visual Analogue Scale was preferred in conducting inferential statistics since its statements are already in a continuous form and do not involve a combination of statements. Visual Analogue Scale encompasses a 10 or 11 points line attached on each end with words describing opposing statements with maximum and minimum extremes of the dimension measured (Dexter and Chestnut, 1995). In this study, the Visual Analogue Scale ranged from 0 to 10 and was intended to rate the extent to which utilization of M&E results in organizations was driven by its leadership, stakeholders participated in M&E activities, M&E results were made clear for users by evaluators, external pressure was exerted on NGOs to ensure stakeholders participate and government policy was supportive of stakeholder participation.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

4.5 Analysis of Utilization of M&E Results by Summary Statistics

This section presents data analysis on utilization of M&E results that was identified as the dependent variable. The study presents utilization of M&E results as dependent on five variables which include; leadership practices, stakeholder participation, clarity of findings, external pressure and government policy.

4.5.1 Description of Utilization of M&E Results from Likert Scale Data

The study examined utilization of M&E results using the following indicators; realization of intended NGO objectives, improvement in performance of NGOs, improvement in design of programs, improvement in program implementation, improvement in documentation of processes in NGO activities and increased learning in the NGO. Respondents were asked to provide answers on 6 Likert items in the questionnaire that were measured on a five point likert scale, where 5= strongly agree, 4=agree, 3 = Neutral, 2 = disagree and 1 = strongly disagree. Then mean of each item was computed to assess the extent to which respondents agreed with view expressed in the item after which the mean of means was computed to assess the extent to which respondents agreed with the level of utilization of M&E results. Further, a Visual Analogue Scale was also used to rate the extent to which M&E results by evaluators were utilized by the particular NGO.

Table 4.14: Summary of Utilization of M&E results on Likert Scale

	Statements	SD	D	N	A	SA	MN	STDV
1	In our NGO, there has been consistent realization of the intended objectives	0 (0%)	0 (0%)	1 (0.5%)	114 (55.1%)	92 (44.4%)	4.44	0.50721
2	In our NGO, there has been an improvement in performance.	0 (0%)	0 (0%)	14 (6.8%)	152 (73.4%)	41 (19.8%)	4.13	0.49989
3	In our NGO, there has been an improvement in designing of programs.	0 (0%)	0 (0%)	19 (9.2%)	151 (73.0%)	37 (17.9%)	4.09	0.51405
4	In our NGO, there has been an improvement in the implementation of programs.	0 (0%)	0 (0%)	23 (11.1%)	151 (72.9%)	33 (15.9%)	4.05	0.51913
5	In our NGO, there has been an improvement in documentation of processes in NGO activities.	0 (0%)	0 (0%)	37 (17.9%)	120 (58.0%)	50 (24.2%)	4.06	0.64681
6	In our NGO, there has been increased learning about utilization of M&E results.	0 (0%)	2 (1.0%)	47 (22.7%)	122 (58.9%)	36 (17.4%)	3.93	0.66066
	Composite Mean and Standard Deviation						**4.12**	**0.5579**

In Table 4.14 above, the study assessed whether there had been consistent realization of intended NGO objectives. The result returned a mean of 4.44 and a standard deviation of 0.507. Respondents overwhelmingly stated that their NGOs had consistently realized their intended objectives. The study also sought to find out whether there had been an improvement in performance in the particular NGO. This item indicated a mean of 4.13 and a standard deviation of 0.499. This was ample evidence that respondents believed their NGOs had had improvement in performance. Moreover, the study examined whether there had been an improvement in designing of programs. This item scored a mean of 4.09 and a standard deviation of 0.514 an affirmation that respondents were of the opinion that in their NGOs there had been a notable improvement in designing of programs. It went on to review whether there had been an improvement in the implementation of programs and the result recorded a mean of 4.05 and a standard deviation of 0.519 an indication of clear consensus that there had been an improvement in implementation in the NGO. The study also sought to establish whether there had been an improvement in documentation processes in NGO activities in that particular NGO and returned a mean of 4.06 and standard deviation of 0.646. This result indicated that majority of the respondents affirmed that there had been an improvement in documentation of processes in their NGO activities. In addition to that, the study sought to establish whether there had been increased learning about utilization of M&E results in the particular NGO. The result indicated that almost a quarter of respondents were either in disagreement with this assertion or had a neutral opinion.

In summary, the findings of the study relating to this variable indicated that respondents' NGOs were consistent in realization of their intended objectives, had had improved performance, had improved in performance, had improved in designing of programs, had improved in the implementation of programs, had improved in documentation of processes in their activities and had had increased learning about utilization of M&E results.

The study computed the mean of means of utilization of M&E results that was 4.12 and a mean standard deviation of 0.558. The result indicates that respondents were convinced that there was utilization of M&E results in their NGOs.

According to Kyalo et.al.,(2015) for M&E to have the desired effect on the performance of a project, the M&E results have to be utilized. The Key Informant's opinion on the extent of utilization of M&E results was predominantly positive with some stating that;

"….the results were well utilized for future planning. The only challenge is the competency of

consultants that may put the results of M&E exercises into jeopardy."
(Respondent, Program Director).

According to Measure Evaluation (2021), disseminating M&E results can raise awareness of your program among the general public and help build positive perceptions about your program. This may often shape donor decisions about resources in terms of what and how much to allocate. Results can also be used to lobby for policy or legislative changes that relate to the program. Respondents claim that;

"M&E results have been effective in bidding for more grants as we can show the impact of our work
(Respondent, Program Manager).

This is an indication that indeed M&E results go a long way in convincing donors to continue funding their programs. Scheirer (2012) opines that Monitoring and Evaluation results are utilized as evidence in decisions whose aim is to improve the implementation of the project plan and to establish that the project achieved its objectives.

……"It has helped a great deal of times in the sense that I know our position as an organization, where to improve and where to prune."
(Respondent , Project Coordinator)

4.5.2 Utilization of M&E Results from the Visual Analogue Scale

The respondents were requested to rate the extent to which M&E results by evaluators were utilized by their NGOon a scale of 0 to 10, where 0 represented least utilization and 10 represented highest utilization. The findings are illustrated in Table 4.15 .

Table 4.15 Utilization of M&E Results from Visual Analogue Scale Data

Score	Frequency	Percent
1.00	0	0%
2.00	0	0%
3.00	0	0%
4.00	0	0%
5.00	1	0.48%
6.00	19	9.18%
7.00	32	15.46%
8.00	74	35.75%
9.00	74	35.75%
10.00	7	3.38%
Total	**207**	**100%**

The study employed the use of a ten-point Visual Analogue Scale to assess the respondents' rating of utilization of M&E results in their organization. According to the findings in Table 4.15, 35.75% of the respondents gave extent to which M&E results were utilized by their NGO a score of 8, followed by 9 (35.75%), 7 (15.46%), 6 (9.18%), 10 (3.38%) and 5 (0.48%). This was an indication of the possibility that the respondents felt that M&E results by evaluators were being utilized by their specific NGO. Only 0.48% of respondents rated this statement at 5 and below with 90.34% rating it above 7 on a scale of 1 to 10.

In summary the findings of this study relating to this scale revealed that the respondents highly rated their NGOs is so far as the extent to which M&E results by evaluators were being utilized by their NGO.

4.6 Influence of Leadership practices on utilization of M&E results

This section dissects the influence leadership practices may have on utilization of M&E results. Aspects of leadership such as mentorship, reward, recognition and follow-up are deemed to be likely influencers of the decision to utilize M&E results by NGOs. The variable had five areas of focus that included whether leaders promoted utilization of results, whether they rewarded those who utilized results, whether leaders were committed to supporting utilization of results, whether the decision they made about utilization were highly executable and whether there was follow-up on utilization of M&E results by leaders.

4.6.1 Description of Leadership Practices from Likert Scale Data

Respondents were requested to provide answers on 5 likert items in the questionnaire that were measured by a five-point likert scale , where 5= strongly agree, 4=agree, 3 = Neutral, 2 = disagree and 1 = strongly disagree. Then mean of each item was computed to assess the extent to which respondents agreed with view expressed in the item after which the mean of means was computed to assess the extent to which respondents agreed with the leadership practice. Further, a ten-point scale was also used to rate the extent to which M&E results in the NGO were driven by its leadership.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 4.16: Summary of Leadership Practices on Likert Scale.

	Statement	SD	D	N	A	SA	MN	STDV
1	Leaders in this organization promote utilization of M&E results	0 (0%)	0 (0%)	5 (2.4%)	133 (64.3%)	69 (33.3%)	4.31	0.513
2	Leaders in this organization reward those who utilize M&E results.	0 (0%)	0 (0%)	52 (25.1%)	124 (59.9%)	31 (14.9%)	3.89	0.62655
3	Leaders in this organization are committed to supporting utilization of M&E results.	0 (0%)	0 (0%)	16 (7.7%)	131 (63.3%)	60 (28.9%)	4.21	0.5688
4	The decisions made by leaders with regard to utilization of M&E results in this organization are highly executable.	0 (0%)	0 (0%)	26 (12.6%)	147 (71.0%)	34 (16.4%)	4.038	0.53829
5	Leaders in this organization ensure there is follow-up on utilization of M&E results.	0 (0%)	5 (2.4%)	70 (33.8%)	109 (52.7%)	23 (11.1%)	3.72	0.68728
	Composite Mean and Standard Deviation						**4.03**	**0.58678**

The study sought to establish the opinion of respondents on whether leaders in their organization promoted utilization of M&E results. The findings recorded a mean of 4.31 with a standard deviation of 0.513. This indicates that majority of the respondents were in agreement that leaders in their organizations promoted the utilization of M&E results. The second item asked whether leaders in their organization rewarded those who utilized M&E results. The results returned a mean of 3.89 and a standard deviation of 0.627, a demonstration that respondents were ambivalent on the particular statement. A quarter of respondents were neutral in their opinion while the rest were in agreement. Moreover, the study also sought to find out whether leaders in that particular organization were committed to supporting the utilization of M&E results. Here, the mean was 4.21 and a standard deviation of 0.569. This was evidence that a substantial number of respondents felt that leaders in their organization were committed to supporting the utilization of M&E results. In addition to that, the next item sought to establish whether decisions made by leaders with regard to utilization of M&E results in the organization were executable. The mean was 4.04 with a standard deviation of 0.538. These findings indicated that the respondents were in agreement that leaders in their organization made decisions that were highly executable. The study went further to test if leaders in the organization ensured there was follow-up on the utilization of M&E results. The item returned a mean of 3.72 and a standard deviation of 0.687. This illustrated that more respondents were a- indifferent about the particular item with more than a third either being neutral or actually disagreeing with the statement that leaders in their organization ensured follow-up on utilization of M&E results.

From these findings, it emerged that generally the respondents had a favorable view of their leadership in matters of utilization of M&E results. Respondents felt that leaders in their organizations promoted utilization of M&E results, were committed to supporting utilization of M&E results and made highly executable decisions regarding utilization of M&E results. However, they were a little ambivalent with regard to leaders rewarding those who utilized results as well as leaders in their organizations ensuring there was follow-up on the utilization of M&E results.

This observation was further subjected to an evaluation of the composite mean of the 5 items. The composite mean was 4.03 with a composite standard deviation of 0.587. This result indicated that majority of the respondents were in agreement that leadership practices drove the utilization of M&E results in their organizations.

The study validated the quantitative data by collecting qualitative data using Key Informant Interviews. Participants were in agreement that leaders in their NGOs promoted utilization of M&E results. This view was captured from a participant who retorted

"…….Leaders promote utilization of M&E results and these results come in handy in planning for the next project cycle as well as justification of project changes that are based on evidence."

(Respondent, Program Director)

In the same vain another respondent agrees that;

"Leaders promote utilization of M&E results through building strong systems for the Monitoring, Evaluation and Learning function as this is important in project data analysis to inform project outcomes, outputs and overall impacts that are critical in measuring NGO performance and traction to funding agencies."

(Respondent, Program Manager)

The participants further, were in agreement that no rewards were offered for programs/projects that utilized M&E results.

4.6.3 Correlation Analysis of Leadership Practices and Utilization of M&E Results

Analysis of correlation was used to quantify the direction and strength of linear association between leadership practices and utilization of M&E results. The findings are shown in Table 4.17.

International Journal of Humanities Social Science and Management (IJHSSM)
Volume 2, Issue 4, Sep.-Oct. 2022, pp: 78-109 www.ijhssm.org

Table 4.17 Correlation Coefficients for Leadership Practices and Utilization of M&E Results

Variables		Utilization of M&E results	Leadership practices
Utilization of M&E results	Pearson Correlation	1	.328
	Sig. (2-tailed)		.000
	N	207	207
Leadership practices	Pearson Correlation	.328	1
	Sig. (2-tailed)	.000	
	N	207	207

The closer the Pearson's correlation coefficients are to zero, the more evidence that there is a negative correlation. The null hypothesis associated with the correlation analysis is that there is no statistical association between the two variables. In the findings in Table 4.17 the study established that leadership practices had a weak positive correlation with utilization of M&E results in NGOs in Nairobi City County (r= 0.328, p<0.05).

4.6.4 Regression Analysis of Leadership Practices and Utilization of M&E Results

The results of the quantitative data were further subjected to regression analysis for the purpose of testing the hypothesis on this variable.

Hypothesis one: H_0; Leadership practices do not have a significant influence on utilization of M&E results in Non - Governmental Organizations NGOs in Nairobi City County

Hence hypothesis one was tested using the model

Y= β0+β1X1+ε where:

Y= Composite for utilization of M&E results

B0 = Constant

β1 = Beta coefficient

X1=Composite for Leadership practices

ε=Error term

The results of the test are represented in table 4.18

Table 4.18: Leadership Practices on Utilization of M&E Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.328	0.107	0.103	0.38505	0 .107	24.665	1	205	0.000

Predictors: (Constant), Leadership Practices

Dependent Variable: Utilization of M&E Results

The model represented a path coefficient R^2 which shows the proportion of variation in the dependent variable explained by the regression model. Table 4.18 shows that leadership practices had a coefficient R^2 0.107. Coefficient R^2 of value 0.107 indicates that 10.7% of the variation in utilization of M&E results can be accounted for by the influence of leadership practices in that particular NGO.

From the data in table 4.18, X_1 the independent factor contributed to R=0.328 and adjusted R^2=0.103. This indicated that with R of 0.328 there was a weak positive linear relationship between leadership practices and utilization of M&E results. The result also indicates a coefficient of determination R^2 of 0.107 which means that leadership practices accounted for 10.7% of the variation in the utilization of M&E results in NGOs. This implied that 10.7% of the change in utilization of M&E results could be explained by leadership practices in that particular NGO. Therefore, the study deduced that leadership practices had a positive influence on the utilization of M&E results in Nairobi City County, Kenya.

Table 4.19: ANOVA for Leadership Practices and Utilization of M&E Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.260	1	3.657	24.665	0.000
	Residual	30.791	205	0.148		
	Total	34.051	206			

In Table 4.19, the F-calculated 24.665, was greater than F- critical 3.92 and p-value of p <0.001 was less than the significance level of p=0.05, showing that the model was a good fit for the data analyzed. This indicated that the model could be used to predict the influence of leadership practices on utilization of M&E results in NGOs in Nairobi City County, Kenya. Coefficients of regression for the influence of leadership practices on utilization of M&E results are shown in Table 4.20.

Table 4.20: Coefficients of Leadership Practices on Utilization of M&E Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std Error	Beta		
(Constant)	2.891	0.248		11.654	0.000
Leadership Practices	0.303	0 .061	0 .328	4.966	0.000

According to Hair, Babin, Anderson and Tatham (2006) if the coefficients of the independent variables are not zero, the F-ratio should significantly be greater than 1.00. In this case F-ratio =24.665 with a positive p-value<0.000. Hence the simple regression equation $Y=\beta_0 +\beta_1 X_1 +\varepsilon$ can be explained as:

$Y=2.891+0.303X_1 +0.248$

So this is interpreted as, for every one unit increase in leadership practices, utilization of M&E results increased by 0.303 points. The standardized beta

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was interpreted as for every one standard deviation increase in leadership practices, utilization of M&E results increased by 0.328 of the standard deviation.

The relationship between leadership practices and utilization of M&E results is significant and thus the null hypothesis that leadership practices did not have a significant influence on utilization of M&E results was rejected. The objective which sought to assess the extent to which leadership practices influenced utilization of M&E results was based on the premise that decisions made by leaders in organizations influenced whether M&E results were utilized or not.

The results of the study demonstrated that leadership practices had a weak positive linear relationship with utilization of M&E results. Leadership practices significantly influenced utilization of M&E results at 95% confidence level ($p<0.05$).

The findings indicated that there was a weak positive linear relationship between leadership practices and utilization of M&E results. Increase in strength of leadership practices resulted in increased utilization of M&E results. Leadership practices accounted for 10.7% of the level of utilization of M&E results. The regression equation for prediction of utilization of M&E results using leadership practices was $Y=2.891+0.303X_1 +0.248$ in which an increase in leadership practices of one unit influenced increased level of utilization of M&E results by 30.3%. The findings therefore necessitated the rejection of the null hypothesis H_0 that stated Leadership practices did not have a significant influence on utilization of M&E results in Non - Governmental Organizations NGOs in Nairobi County.

A bivariate regression was conducted to examine how well Leadership practices could predict the level of utilization of M&E results. A scatterplot showed that the relationship between leadership practices and utilization of M&E results was positive and linear and did not reveal any bivariate outliers. The correlation between leadership practices and utilization of M&E results was statistically significant, $r (205)= 0.328$, $p< 0.05$. The regression equation for predicting utilization of M&E results from leadership practices was $\hat{y}=2.891+0.303x$. The r^2 for this equation was 0.107; that is, 10.7% of the variance in utilization of M&E results was predictable from leadership practices. This is a moderately weak relationship (Cohen, 1988). The bootstrapped 95% confidence interval for the slope to predict utilization of M&E results from leadership practices ranged from 0.183 to 0.424; thus for each one unit increase in leadership practices, utilization of M&E results increases by about 0.2 to 0.4 points.

The indicators in this study were consistent with those of Kusek and Rist (2004), who observed that successful efforts to shift focus of government to results have enjoyed high levels of sustained leadership. Successful reforms have generally been led from the executive branch- from the Cabinet Office (United Kingdom), the Treasury (New Zealand), the Vice President (United States), or the Chief Minister (Andhra Pradesh, India).

The results were also consistent with those of Archibald (2013) who asserts that leaders can play an important role in supporting evaluative thinking in their organization and building an evaluative culture where critical reflection and learning from mistakes is encouraged. Evaluative thinking may be defined as "a cognitive process in the context of evaluation, motivated by an attitude of inquisitiveness and a belief in the value of evidence, that involves such skills as identifying assumptions, posing thoughtful questions, pursuing deeper understanding through reflection and perspective taking and making informed decisions in preparation for action.

4.6.5Leadership Practices from Visual Analogue Scale Data

The respondents were requested to rate the extent to which utilization of M&E results in their organization was driven by its leadership on a scale of 0 to 10, where 0 represented least drive and 10 represented highest drive. The findings are illustrated in Table 4.21.

Table 4.21 Leadership Practices from Visual Analogue Scale Data

Score	Frequency	Percent
1.00	0	0%
2.00	0	0%
3.00	0	0%
4.00	0	0%
5.00	1	0.48%
6.00	13	6.28%
7.00	76	36.71%
8.00	54	26.08%
9.00	54	26.08%
10.00	9	4.34%
Total	**207**	**100%**

The study employed the use of a Visual Analogue Scale to assess the respondents' rating of leadership practices in their organizations. From the findings in Table 4.20, the results show that most respondents (36.71%) rated their organization as 7.00, followed by 8.00 (26.08%), 9.00 (26.08%), 6.00 (6.28%) and

10.00 (4.34%). This was an indication of the possibility that the respondents felt that utilization of M&E results in their NGO was driven by its leadership. Only 0.48% of respondents rated their organization at 5 and below with 93.21% rating it above 7 on a scale of 1 to 10.

In summary, the findings of this study relating to this Visual Analogue Scale revealed that the respondents highly rated their NGO in so far as the extent to which utilization of M&E results in their organization was driven by its leadership.

Kusek and Rist (2004) observe that a leadership team who are committed to change in their own organizations could accelerate the adoption of results-based M&E and introduction of a more result-based budget process. The presence of strong leadership, usually through a strong champion or champions at the most senior levels is among the strategies used to achieve greater performance and to successfully shift to a results-based culture.

V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings, conclusions, recommendations and contributions to the body of knowledge. The purpose of this study was to determine the influence of leadership practices on utilization of M&E results.

5.2 Summary of Findings

The study was designed to respond to one research objective and question that was also formulated into a hypothesis and finally tested using various test statistics. Data was analyzed both quantitatively and qualitatively and results shown.

5.2.1 Findings on Leadership Practices and Utilization of M&E Results

The first objective sought to assess the extent to which leadership practices influence utilization of M&E results. The study established that utilization of M&E results was enhanced when leaders; promoted utilization, rewarded those who utilized M&E results in the organization, were committed to supporting utilization of M&E results, made highly executable decisions related to M&E and ensured there was follow-up on utilization of M&E results. It was also shown that 10.7% of the change in utilization of M&E results could be explained by leadership practices in that particular NGO. The study further demonstrated that leadership practices significantly influenced utilization of M&E results at 95% level of confidence *($p<0.05$).*

5.3 Conclusions

The study investigated the influence of leadership practices on the utilization of M&E results.

The objective of the study sought to assess the extent to which leadership practices influences utilization of M&E results. The study established that there was a weak positive linear relationship between leadership practices and utilization of M&E results. The greater the leadership practices within an NGO the more utilization of M&E results. It was also shown that 10.7% of the variance in Utilization of M&E results is explained for by leadership practices. These leadership practices such as promotion of utilization, rewarding the NGOs that utilize results and supporting the utilization of M&E results require emphasis so as to ensure that utilization of M&E results becomes cultural in NGOs. Follow-up on utilization also encourages implementers to ensure M&E results are generally utilized. This finding is important for the body of knowledge in this discipline as it encourages leaders to understand their role in utilization of M&E results in NGOs.

5.4: Recommendations

1. The study established that utilization of M&E results depends on quality of leadership. Since utilization of M&E results requires effort from both the leaders and implementers in NGOs, involvement of leaders in promotion of utilization is fundamental. Leaders' commitment towards ensuring utilization is enhanced seems to touch on all NGO staff and therefore leaders should encourage utilization through rewards and tokens for those who comply and follow-up on projects to ensure they understand what they need to do. NGO management boards should prompt leaders to make decisions regarding utilization and lead NGOs in establishing cultures of utilization.

2. Some effort should be made by human resource departments to ensure that leaders employed in NGOs are competent with the relevant education and experience as well as goodwill to ensure utilization of M&E results is upheld and cherished in the NGO.

3. Specific aspects of leadership such as follow up on utilization of M&E results and establishment of reward systems for those who comply should be encouraged by management boards and possibly

made mandatory in NGOs. Since the study revealed that these strategies promote utilization of M&E results, it would be beneficial for NGOs to adopt the same with a lot of zeal.

5.5. Suggestions for Further Research

1. The study has noted that all NGOs have leaders that manage the organization. However, there are discrepancies in the utilization of M&E results in these NGOs. It is therefore suggested that future studies should examine specific leadership types that would be appropriate for NGOs seeking to ensure utilization of M&E results.

5.6 Contribution to knowledge

The study examined the extent to which leadership practices influence the utilization of M&E results. From the literature reviewed, it was clear that previous studies had hardly examined these. The findings of this study thus provide significant contributions to the body of knowledge with some new findings.

The findings of this study are in line with the theory against which the study was based. The study was underpinned in Utilization-Focused Evaluation (UFE) theory that emphasizes that evaluations ought to be judged by way of their application and real use. The emphasis here is that in order for evaluations to be beneficial, the primary thing is to make certain the intended use by the meant users. (Patton, 2008).

The study contributed to the existing body of knowledge by empirically establishing that leadership practices positively influenced utilization of M&E results. Purposeful decision-making positively foster the utilization of M&E results

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