



# Stakeholder Participation and Utilization of Monitoring and Evaluation Results: The Case of Non - Governmental Organizations in Nairobi City County, Kenya.

Ombisa Robert Bruno Okwaro

*PhD Candidate, University of Nairobi,*

*Corresponding Author: Dr.Omondi Bowa, Dr. Anne Aseej*

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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 stakeholder participation on utilization of M&E results. To achieve this, a specific objective to establish the influence of stakeholder participation on utilization of M&E results in NGOs in Nairobi City County was pursued. 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. Tests for statistical assumptions showed the variables' data was normally distributed. Using F-tests, the hypotheses were tested at 0.05 level of significance. Stakeholder participation ( $r=0.379$   $R^2=0.144$ ;  $F=p<0.05$ ) influenced utilization

of M&E results significantly. There was a weak positive linear relationship between stakeholder participation 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. The study recommends that through sensitization sessions, stakeholders should be equipped with the relevant knowledge and skills to render them useful participants in processes. NGOs should make stakeholder involvement mandatory.

**KEYWORDS:**Stakeholder Participation, 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 be used to understand how the project is functioning in relation to its objectives. Monitoring and evaluation (M&E) need to be designed 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 stakeholder participation, Participatory Monitoring and Evaluation (PM&E) has been triggered by the value and need for basing development on the views and priorities of 'the local population' which has become widely acknowledged over the last decades, leading to a practice of working with and by communities (Hilhorst and Guijt, 2006). Over the past ten years, PM&E has gained importance over more conventional approaches to M&E. Whereas M&E in the past has been judgmental, PM&E seeks to involve all key stakeholders in the process of developing a framework for measuring results and reflecting on the projects' achievement and proposing solutions based on local realities (Coupal, 2001). PM&E enhances good governance with increased accountability, responsiveness to the needs of the citizens and level of transparency (Oreyo, Munyua and Olubandwa, 2016).

Stakeholder approaches to evaluation typically imply the incorporation of stakeholders in one or more components of the evaluation, with the goal of increasing utilization and/or promoting evaluation and development. Indeed, one of the fundamental assumptions of these approaches to evaluation is the participation of stakeholders (for example, in evaluation design, data collection and interpreting evaluation results). Another typical assumption is that the more stakeholders are involved (based on resources available), the greater the sense of ownership stakeholders will have in the evaluation, thus increasing the likelihood of the use of evaluation results. Stakeholder approaches to evaluation have received increasing attention in recent decades, as shown by the development of theoretical frameworks and practical applications. Publications on stakeholder forms of evaluation date back to the late 1940s, but the quantity of this type of evaluation has increased at a great pace since the mid-1970s. The rationale behind this engagement may include, amongst other issues, compliance with a funder's request; a need to add legitimacy to the project work; the wish to incorporate the values of people who in some ways 'represent' (a section of) the wider public; and the desire to reduce stakeholder scepticism in the science, when



forming, assessing and disseminating the project (Norgaard and Baer, 2005).

Furthermore, institutionalization is used to describe the creation of a Monitoring and Evaluation (M&E) system that produces monitoring information and evaluation results that are judged valuable by key stakeholders. These systems are used in the pursuit of good governance and where there is sufficient demand for the M&E function to ensure its funding and sustainability for the foreseeable future. Mackay (2006) and Kusek and Rist (2004) demonstrate that utilization of results should be embedded within the operation framework of public sector organizations. Thus, to enhance the utilization of evaluation results, the public sector organizations should build reliable data systems that support the M&E function (Mackay, 2006).

Moreover, Dhakal (2014) concludes that institutionalization of evidence-based policy-making, planning and decision-making practices is the panacea for timely demand and use of evaluations in the government sector. Despite the policy provisions and efforts to institutionalize the M&E system, more focus has been made on a narrow cohort of monitoring of inputs and outputs. Though evaluations of limited projects or programs are done they tend to be ad hoc and not systematically guided by a well-designed M&E plan. (Sharma and Dhakal, 2008).

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.

Stakeholder participation is vital in utilization of M&E results. Participation may provide a sense of ownership on the part of the beneficiaries of NGO projects and thus a commitment towards utilizing results of M&E. On the other hand, lack of stakeholder participation may precipitate a challenge that would adversely affect the utilization of M&E results and by extension the general performance of NGOs. Stakeholder participation may therefore have a bearing on utilization of M&E results in NGOs, thus positively influencing the attainment of the NGO objectives.

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).

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 will be carried out to examine how stakeholder participation influences 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 stakeholder participation on utilization of M&E results.

### 1.4 Objective of the Study

The objective of the study is:

1. To establish how stakeholder participation influences 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 question:

1. To what extent does stakeholder participation influence utilization of M&E results in Non - Governmental Organizations in Nairobi City County?

### 1.6 Hypothesis of the Study

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

1.  $H_0$ ; Stakeholder participation does not have a significant influence on utilization of M&E results in Non - Governmental Organizations 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. M&E staff and implementers could use the study findings to make decisions 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. NGOs and M&E staff in particular will benefit from documented information on the contribution of stakeholder participation on utilization of M&E results. Decision will therefore be made on whether to promote stakeholder participation based on evidence. 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 was 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 stakeholder participation 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 stakeholder participation 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.

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

**Stakeholder Participation:** The involvement of specific people who may be affected by an NGO's activities in the planning process, implementation process and evaluation process and participation in M&E data collection. It is also about ensuring M&E exercises are based on stakeholders' specific information needs and that it is an organizational requirement for stakeholders to participate.

**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 objective, research question and hypothesis, 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. 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, Greenesid 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 Freeman (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 Stakeholder participation and Utilization of M&E Results in NGOs.**

Engagement of stakeholders needs to be thought through, right from the start when designing the M&E (e.g. negotiating evaluation questions to be addressed), up to the point of communicating results (different communication to different stakeholders) and thinking through actions for change. Engaging in a shared process of learning fosters better use of results produced. There are number of studies that have used the Utilization Focused Evaluation (UFE) to ensure stakeholder participation in various evaluations and evaluation use. In a desktop study to, "take stock of four decades of quantitative research on stakeholder participation and evaluation use". The purpose of the study was to take stock of what was available in literature on stakeholder participation and evaluation to answer the question of whether stakeholder participation fostered evaluation and identify possible gaps in data on the subject. The results illustrated that 86% of the evaluators who responded to the survey believed that stakeholder participation influenced utilization to a large degree and the principle is well accepted in the evaluation fraternity. One major lesson learned from this exercise was that, "evaluation was about answering three questions: What? So what? And now what?" (Daignault, 2014).

As described by Patton (2008) and Daignault (2014) participation of stakeholders is critical for evaluation to answer the above questions as well as for the information to be useful. A noticeable gap in this study was that the study methodology was more or less a desktop review and thus results were not based on an actual field study. This necessitates a field study that would serve to validate the results of the study by Daignault.





Moreover, in a study aimed at investigating the factors that influence the use of monitoring and evaluation systems in public projects in Nakuru County, stakeholders were largely involved at all stages in monitoring and evaluation of Nakuru County public projects. His results indicated that only 43.3% had been involved in conducting M&E in the financial year 2014/2015 with majority (16.8%) presenting their reports to NIMES. Only 52.9% involved external stakeholders in monitoring and evaluation and further only 57.7% had committees to help in M&E. Stakeholders views and feedback were usually incorporated in M&E although there were no ways that had been set to manage stakeholder's engagement. Stakeholders had an influence in effective monitoring and evaluation of Nakuru county Government public projects. With a moderate positive correlation between stakeholders participation and effective M&E,  $r=0.471$ ,  $p=0.000 < \alpha (0.05)$ . There was stakeholder's participation in all the stages of monitoring and evaluation of Nakuru county projects. Reports of M&E were directed to NIMES and the projects involved few external stakeholders and committee in the process of monitoring and evaluation. Stakeholders had an influence on effective monitoring and evaluation. Involving stakeholder in M&E empowers, promotes inclusion and further facilitates meaningful participation by different stakeholder groups. Increasing stakeholder's participation impacts on the effective performance of M&E in Nakuru county public projects. There is need for more external stakeholders involvement for better insights and a more rational way of conducting M&E that would lead to attainment of the intended results. Further, County government projects need to add on the number of committees to help in tracking the progress of the project (Muriithi, 2015).

The research gaps in this study include the fact that the use of M&E systems does not necessarily imply that results of these systems are utilized by the relevant staff. It therefore did not address issues as to whether M&E results were being utilized or not. Engaging stakeholders in deliberations about the what, how, and why, of program activities is often empowering to them and promotes inclusions as well as meaningful participation by diverse stakeholder groups (Donaldson, 2006). Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development activities (Chambers, 1997; Chitere, 1994).

Further, a study by Waithera and Wanyoike (2015) sought to determine factors that influence the project monitoring and evaluation performance of youth funded agribusiness projects in Bahati Sub-County, Kenya. One of the objectives of this study was to assess the influence of Stakeholder participation on monitoring and evaluation performance of youth funded agribusiness projects. A descriptive survey was carried out in Bahati sub-county for six weeks. Then a census was conducted on the target population of 50 agribusiness youth funded group projects. Data was collected by use of structured questionnaires and analyzed using SPSS (version 20). Frequency tables and percentages were used to present both descriptive and inferential analysis results. Many of the respondents (59.2%) reported that project stakeholders are usually known and documented, 34.7% said that their project stakeholders are not known and documented while 6.1 % stated they were not sure. The stakeholder dimension is important in project management since some stakeholders have high stakes in the project while others have significant influence over the success of the project (Kenon, Howdenand Hartley, 2010). Stakeholder documentation enables the project team to assess the stakeholder and determine who really matters for the success of the project. 69.4% stated that they involve stakeholders, 16.3% said that they do not involve stakeholders in M&E activities while 14.3 were undecided. 57.1% of the respondents also felt that the participation of stakeholders was crucial to the successful implementation of M&E.

Participatory monitoring and evaluation strengthens learning and change at both community and institutional level. It also promotes the success of M&E activities by promoting negotiation of outcomes that different stakeholders may expect from the project. Stakeholders' participation in M&E also facilitates the assessment of projects from multiple views. On whether stakeholders had knowledge of M&E practices, 51% agreed while 26.5% disagreed and 22.4% were undecided. Only 42.9% of the respondents reported that their stakeholders had been satisfactorily trained on M&E. 42% of respondents reported that their M&E activities had not been dominated by stakeholders, 18% were not sure while 40% said that stakeholders had dominated their M&E activities. Projects often have numerous stakeholders with competing interests (Njuki, Kaaria, Chetsike and Sanginga, 2013).



Dominance of the activities of the project can lead to negative outcomes as each stakeholder will tend to advance his or her interest at the expense of others leading to conflicts (Verma, 2008). It's important for project teams to take control of all project activities including M&E. However, this study does not discuss whether the results from these M&E ventures were utilized or not. It therefore fails to link stakeholder participation to the actual utilization of results obtained. This study therefore hopes to bridge this gap.

In addition to that, a descriptive survey research design was adopted to establish components affecting partners' support in M&E of network water and wellbeing ventures in Kisii Central Ward. Spellbinding review configuration was received for the examination, as it enabled the scientist to utilize few LATF water supply and sanitation activities to clarify the impact of preparing and accessibility of assets on partners' cooperation in M&E of network ventures. The objective populace was 125 partners, made out of area officers, 21 water venture officers, 20 general wellbeing officers, 65 area delegates. The example measure included 5 area officers, 5 general wellbeing officers, 5 water officers, 30 ward board of trustees delegates making an example size of 45 respondents. This example measure was fitting as indicated by Gay and Dielh, who assert that for unmistakable research an example of 10% of a vast populace is viewed as least while an example of 20% might be considered for minor populaces. In this investigation, surveys and talk with timetables were utilized as instruments to gather information. In addition, the scientist utilized shut finished and open-finished inquiries in the surveys. The information investigation was helped out utilizing quantitative methodology through distinct measurements. Introduction of information was in engaging structure that was bolstered by recurrence checks and rates (Ondieki, 2016).

The study sought to substantiate the stages of stakeholders' participation in monitoring and evaluation of urban water and health projects. 77.8% of respondents indicated that they participated in M&E consultative forums, while 22.2% didn't participate. On participation in formulation of M&E objectives 80.0% did not participate, while 20.0% participated in the process. On choice of M&E indicators (13.3%) had participated, while 80.0% had not. Concerning participation in data collection, 88.9% stated they didn't participate, while 11.3% participated. Participation in reporting and sharing of M&E results had low proportions (20.0%) of

stakeholders while 80.0% were not involved. These results concur with Maina (2005) that M&E results are communicated upwards to the ministry headquarters hence not utilized at the community level. Participation in taking actions and decision-making had the least proportion (6.7%) of stakeholders' participation and 93.3 % of the respondents did not participate; very few participated in discussing specific issues; therefore it was given the least priority among all the stages of participatory monitoring and evaluation. However, the study fell short of directly linking stakeholder participation to the utilization of M&E results and therefore did not follow up on whether results were being utilized. From this study, inference was made that inadequate capacity building contributes to low stakeholder participation in M&E of community projects in Kisii Town. Based on these results the research recommended for capacity building on project M&E to be undertaken within the county government of Kisii (Ibid).

#### 2.4 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).

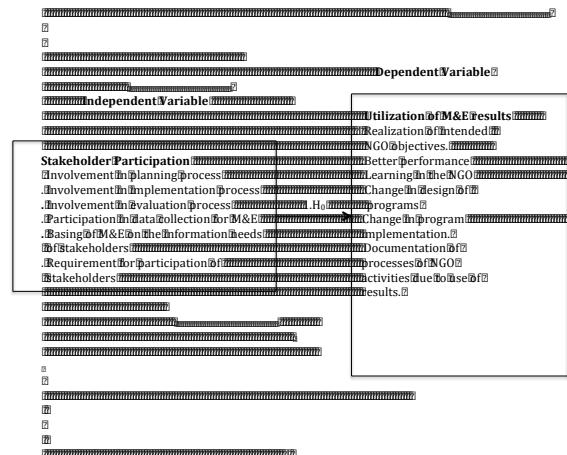
Lastly, according to Patton (2010) the psychology of use underpins utilization-focused evaluation; thus intended users are more likely to use evaluations when they understand and have ownership of the process and results and have been actively involved. Active involvement includes primary intended users, 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.

## 2.5 Conceptual Framework

The primary contention of this study is that utilization of M&E results in NGOs in Nairobi City County is influenced by stakeholder participation. The independent variable consisting of stakeholder participation was assessed and conclusions drawn on its influence on the utilization of M&E results in

NGOs in Nairobi City County. The research shows how the independent variable contributes 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 Figure 1, the dependent variable is utilization of M&E results, with stakeholder participation as the independent variable. Stakeholder participation through involvement in planning, implementation and evaluation may influence the utilization of M&E results in NGOs in Nairobi City County. Participation of stakeholders is considered as fundamental to successful implementation of M&E (Waithera and Wanyoike, 2015). Stakeholder participation may influence utilization through involvement in data collection as well as decision-making regarding M&E. In this study, verification was done by testing hypothesis number one (1). Investigation was also done to determine whether M&E is based on the information needs of the relevant stakeholders and whether it is an NGO requirement that stakeholders should participate.

As stated in the study background and the literature review, stakeholder participation was considered to play a pivotal role in the utilization of M&E results in NGOs.

A study by Mugendi and Oleche (2015) revealed that Government policy may also moderate stakeholder involvement by requiring their participation in M&E and thereby influence utilization of M&E results. In other words, as institutions possess set guidelines, the likelihood of M&E system implementation in development



projects increases as well. Government policy may thus influence stakeholder participation since institutionalization of this may prompt all NGOs to embrace these practices and thereby ensure that stakeholders participation in the various aspects of M&E are prioritized.

## 2.6 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 endeavours in NGOs are undertaken. Similarly, the independent variable stakeholder participation is paramount in ensuring that results of M&E are utilized in NGOs. Participation creates ownership on the part of the users of the information obtained from M&E ventures and therefore makes it easier to adopt reports that emanate from M&E engagements 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.

## 2.7 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.

## III. RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter covers the research methodology that was used in the study to establish the influence of stakeholder participation 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.

### 3.2.1 Research 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 will be 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 on the dependent 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 will be the NGOs in Nairobi City 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.

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
<b>Total</b>			<b>979</b>

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 objective. 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 of confidence 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.

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 would also be 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, will be 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 would be 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  $\geq 0.60$  (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 below.

**Table 3.3 Analysis of reliability of research instrument**

Table 3.3 Analysis of reliability of research instrument

Variable	Cronbach's alpha	No of Items
Stakeholder participation	0.873	6
Utilization of M&E results	0.818	6

To determine if the coefficient obtained from the analyzed data is 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
$a \geq 0.9$	Excellent
$0.9 > a \geq 0.8$	Good
$0.8 > a \geq 0.7$	Acceptable
$0.7 > a \geq 0.6$	Questionable
$0.6 > a \geq 0.5$	Poor
$0.5 > a$	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 the independent variable on the dependent variable. The hypothesis were tested at  $\alpha \leq 0.05$ .

**Table 3.4: Hypothesis Test**

Table 3.4: Hypothesis Test

Objective	Hypothesis	Model
To establish the extent to which stakeholder participation influences utilization of M&E results in NGOs in Nairobi County.	$H_0$ : Stakeholder participation does not have a significant influence on utilization of M&E results in NGOs in Nairobi County,	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ where: Y= Composite for utilization of M&E results $\beta_0$ =constant $\beta_1, \beta_2$ =Beta coefficient $X_1, X_2$ =Composite for stakeholder participation $\epsilon$ = error term

For all the tests, 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 stakeholder participation 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%
<b>Total</b>	<b>284</b>	<b>207</b>	<b>72.89%</b>

### 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.

**Table 4.2: Gender of the Respondents**

Categories of Demographics	Frequency	Percent
<b>Gender</b>		
Male	117	56.5%
Female	90	43.5%
<b>Total</b>	<b>207</b>	<b>100.0%</b>

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%
<b>Total</b>	<b>207</b>	<b>100.0%</b>

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%
<b>Total</b>	<b>207</b>	<b>100.0%</b>

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%
<b>Total</b>	<b>207</b>	<b>100.0%</b>

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 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	5	2.4%
6-10 years	9	4.3%
11-15 years	7	3.4%
16 and above	6	2.9%
<b>Total</b>	<b>27</b>	<b>100.0%</b>

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	9	8.8%
6-10 years	4	3.8%
11-15 years	5	4.7%
16 and above	5	4.7%
<b>Total</b>	<b>27</b>	<b>100.0%</b>

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.

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

Variable	Skewness	Kurtosis
Utilization of M&E results	-1.136	0.801

#### 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 Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.791	.444	40.770	.775

Predictors: (Constant), Stakeholder Participation  
 Dependent Variable: Utilization of M&E Results

The findings in Table 4.9 show that Durbin-Watson statistic computed for this study was 1.775, which lies between 1.5 and 2.5 and therefore suggests that there was no autocorrelation in the sample.

#### 4.4.3 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 4.10 below shows a Levene’s statistic of 0.330 with a significance of 0.566.



**Table 4.10 Test of Homogeneity of Variances**

Levene's Statistic	df1	df2	P-value
0.330	2	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 4.11 below.

**Table 4.11 Analysis of reliability of research instrument**

Variable	Cronbach's alpha	No of Items
Stakeholder participation	0.873	6
Utilization of M&E results	0.818	6
Average	0.846	6

From Table 4.11 above, the findings show that average Cronbach's Alpha coefficient for the

variables was 0.846. Further, the results showed that stakeholder participation had a value of 0.873. 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 Bhattacharjee (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;  $1 < SD < 1.8 = \text{Very Low/Strongly Disagree (SD)}$ ;



1.8D<2.6=Low/Disagree (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 stakeholders participated in utilization of M&E results in organizations.

#### 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 one variable; stakeholder participation.

##### 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 4.12: Summary of Utilization of M&E results on Likert Scale

Statements	D	N	A	SA	Mean	SD	
1 In our NGO, there has been consistent realization of the intended objectives.	0	0	1	114	92	4.44	0.50721
2 In our NGO, there has been improvement in performance.	0	0	14	152	41	4.13	0.49989
3 In our NGO, there has been improvement in designing programs.	0	0	19	151	37	4.09	0.51405
4 In our NGO, there has been improvement in the implementation of programs.	0	0	23	151	33	4.05	0.51913
5 In our NGO, there has been improvement in documentation of processes in NGO activities.	0	0	37	120	50	4.06	0.64681
6 In our NGO, there has been increased learning about utilization of M&E results.	0	2	47	122	36	3.93	0.66066
<b>Composite Mean and Standard Deviation</b>						<b>4.12</b>	<b>0.5579</b>

In Table 4.12 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 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 composite mean 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 NGO on a scale of 0 to 10, where 0 represented least utilization and 10 represented highest utilization. The findings are illustrated in Table 4.13

Table 4.13 Utilization of M&E Results from Visual Analogue Scale Data

Score	Frequency	Percent
1.00	0	0.00%
2.00	0	0.00%
3.00	0	0.00%
4.00	0	0.00%
5.00	1	0.48%
6.00	9	9.18%
7.00	12	15.46%
8.00	14	35.75%
9.00	7	15.46%
10.00	4	3.38%
Total	207	100%

The study employed the use of a Visual Analogue Scale to assess the respondents' rating of utilization of M&E results in their organization. According to the findings in Table 4.13, 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 as far as the extent to which M&E results by evaluators were being utilized by their NGO.

#### 4.6: Influence of Stakeholder Participation on Utilization of M&E Results

Stakeholder participation in utilization of M&E results relates to areas such as stakeholder participation in M&E activities as well as in the utilization of M&E results. Stakeholder participation



as a variable consists of six items that include; involvement in the planning process of programs, involvement in the implementation process of programs, involvement in the evaluation process of programs, consistent involvement in data collection for M&E, exercises in M&E being based on information needs of stakeholders and organizations requiring that stakeholders participate in M&E processes.

#### 4.7.1 Description of Stakeholder Participation from Likert Scale Data

Respondents were asked to provide answers on 6 Likert scale 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 views expressed in the item after which the composite mean was computed to assess the extent to which respondents agreed with the level of stakeholder participation. The results are shown in Table 4.14.

**Table 4.14 Stakeholder Participation and Utilization of M&E Results**

Statements	1	2	3	4	5	Mean	Standard Deviation
1) Stakeholders are involved in the planning process in this organization.	0	0	12	25	70	4.28	0.56495
2) Stakeholders are involved in the implementation process of programs in this organization.	0	0	23	137	47	4.12	0.57123
3) Stakeholders are involved in evaluation process of programs in this organization.	0	3	34	121	49	4.04	0.67769
4) Stakeholders are consistently involved in data collection for Monitoring and Evaluation.	0	4	55	113	35	3.86	0.70440
5) M&E exercises are based on the information needs of relevant stakeholders.	1	10	47	110	39	3.85	0.79549
6) This organization requires that stakeholders participate in M&E processes.	0	2	48	116	41	3.95	0.68413
<b>Composite mean and Standard Deviation</b>						<b>4.02</b>	<b>0.6663</b>

Results in Table 4.14 indicate that in an assessment of whether stakeholders were involved in the planning process of programs the mean score was 4.28 and a standard deviation of 0.565. This illustrates that majority of the respondents were in agreement that stakeholders were involved in the planning process of programs in their organizations. Further, in relation to whether stakeholders were

involved in the implementation process of programs, the study findings recorded a mean of 4.12 and a standard deviation of 0.571 as illustrated in table 4.21. This revealed that the respondents were also in agreement that stakeholders were involved in the implementation process of programs in their organizations. Moreover, the study also sought to establish if stakeholders were involved in the evaluation process of programs. After analysis, a mean of 4.04 and a standard deviation of 0.678 were returned as shown in table 4.21 above. This indicated that most of the respondents were in agreement that stakeholders were involved in evaluation processes in their organizations.

In addition to that, the study established whether stakeholders were consistently involved in data collection for Monitoring and Evaluation. The study results showed a mean of 3.86 and a standard deviation of 0.704. This indicates that respondents were ambivalent about whether stakeholders were consistently involved in data collection for Monitoring and Evaluation. Some respondents actually disagreed, while more than a quarter were neutral about these assertions. Related to whether M&E exercises were based on the information needs of relevant stakeholders, a mean score of 3.85 and a standard deviation of 0.795 were recorded. This was evidence that majority of the respondents were also ambivalent about whether M&E exercises were based on the information needs of relevant stakeholders. One respondent strongly disagreed while more than a quarter were between disagreement and being neutral. In terms of whether the organization requires stakeholders to participate in M&E processes, the study registered a mean of 3.95 and a standard deviation of 0.684. This indicated that majority of the respondents were in agreement that their organization required stakeholders to participate in M&E processes. However, slightly under a quarter of the respondents were either neutral or disagreed.

The mean of the six items used to extract data on stakeholder participation were aggregated and used to compute the composite mean that was 4.02 a composite standard deviation of 0.666. This indicated that generally respondents were in agreement with most of the items in the scale. The study validated the quantitative data by collecting qualitative data using Key Informant Interviews. Participants were in agreement that stakeholders in their NGOs participated in M&E activities and promoted utilization of M&E results. This view was captured from a participant who retorted





“.....stakeholders such as funders participate in utilization of M&E results as they ensure the areas they will fund in future are genuine and are backed by evidence from M&E results.”

(Respondent, Program Director)

Moreover, according to Tana, Onyango, Ochola and Omolo (2012), Monitoring and evaluation of the performance of projects should be carried out by involving all stakeholders throughout the whole process. One respondents interviewed share this opinion when he said;

“.....stakeholders who participated were clients/beneficiaries and partners for particular projects through participation in evaluation by independent evaluators.”

(Respondent, Program Manager)

Hinchcliff (2005) avers that the main aim of M&E should be to utilize M&E information collected by stakeholders not only to gauge whether project objectives have been met but also to ascertain to what extent the results are utilized for the purpose of critical decision-making. Asked if stakeholders participated in utilization of M&E results one respondent answered;

“ stakeholders participate in utilization of M&E results. For a project that shows results that adoption of a particular intervention brings good results, partners involved and beneficiaries are appraised on the results and they use them to scale –up the program.”

(Respondent, Program Manager)

#### 4.6.3 Correlation Analysis of Stakeholder Participation and Utilization of M&E Results

Analysis of correlation was used to quantify the direction and strength of linear association between stakeholder participation and utilization of M&E results. The findings are illustrated in Table 4.15.

Table 4.15: Correlation Coefficients for Stakeholder Participation and Utilization of M&E Results

Variables	Utilization of M&E results	Stakeholder Participation
Utilization of M&E results	Pearson Correlation	0.379
	Sig. (2-tailed)	0.000
Stakeholder Participation	Pearson Correlation	0.144
	Sig. (2-tailed)	0.07

According to table 4.15, stakeholder participation also had a weak positive correlation with utilization of M&E results in Nairobi City County (r=0.379, p<0.05).

#### 4.7.3 Regression Analysis of Stakeholder Participation 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 two: H<sub>0</sub>; Stakeholder participation does not have a significant influence on utilization of M&E results in Non - Governmental Organizations NGOs in Nairobi City County.

Hence hypothesis two was tested using the model

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

where:

Y= Composite for utilization of M&E results

B<sub>0</sub> = Constant

β<sub>1</sub> = Beta coefficient

X<sub>1</sub>=Composite for stakeholder participation

ε=Error term

The results of the test are represented in table 4.16

Table 4.16: Stakeholder Participation on Utilization of M&E Results

Model	R	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change	df1	df2	Sig.	
1	0.379	0.144	0.140	0.37708	0.144	34.471	1	205	0.000

Predictors: (Constant), Stakeholder Participation  
 Dependent Variable: Utilization of M&E Results

The model represented a path coefficient R<sup>2</sup> which shows the proportion of variation in the dependent variable explained by the regression model. Table 4.16 shows that stakeholder participation had a coefficient R<sup>2</sup> 0.144. Coefficient R<sup>2</sup> of value 0.144 indicates that 14.4% of the variation in utilization of M&E results can be accounted for by the influence of stakeholder participation in that particular NGO. From the data in table 4.16, X<sub>1</sub>, the independent factor contributed to R=0.379 and adjusted R<sup>2</sup>=0.140. This indicated that with R of 0.379 there was a weak positive linear relationship between stakeholder participation and utilization of M&E results. The result also indicates a coefficient of determination R<sup>2</sup> of 0.144 which means that stakeholder participation accounted for 14.4% of the variation in the utilization of M&E results in NGOs in Nairobi City County. This implied that 14.4% of the change in utilization of M&E results could be explained by stakeholder participation in that particular NGO. Therefore, the study deduced that



stakeholder participation had a positive influence on the utilization of M&E results.

Table 4.17: ANOVA for Stakeholder Participation and Utilization of M&E

Results					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	4.901	1	4.901	34.471
	Residual	29.149	205	0.142	0.000
	Total	34.050	206		

In Table 4.17, the F-calculated 34.471 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 stakeholder participation on utilization of M&E results in NGOs in Nairobi City County, Kenya. Coefficients of regression for the stakeholder participation on utilization of M&E results are shown in Table 4.18.

Table 4.18: Coefficients of Stakeholder Participation on Utilization of M&E

Results					
Model		Unstandardized Coefficients	Standardized Coefficients		Sig.
		B	Std Error	Beta	
(Constant)		2.935	.203		14.476
Stakeholder Participation		.294	.050	.379	5.871

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 = 34.471 with a positive p-value  $< 0.000$ . Hence the simple regression equation  $Y = \beta_0 + \beta_1 X_1 + \epsilon$  can be explained as:

$$Y = 2.935 + 0.294X_1 + 0.203$$

So we interpret this as, for every one unit increase in stakeholder participation, utilization of M&E results will increase by 0.294 points. The standardized beta will be interpreted as for every one standard deviation increase in stakeholder participation, utilization of M&E results will increase by 0.379 of the standard deviation.

The relationship between stakeholder participation and utilization of M&E results is significant and thus the null hypothesis that stakeholder participation does not have a significant influence on utilization of M&E results is rejected. The objective which sought to establish the extent to which stakeholder participation influences utilization of M&E results was based on the premise that participation of stakeholders in organizations influenced whether M&E results were utilized or not.

The results of the study demonstrated that stakeholder participation had a weak positive linear relationship with utilization of M&E results. Stakeholder participation 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 stakeholder participation and utilization of M&E results. Increase in strength of stakeholder participation resulted in increased utilization of M&E results. Stakeholder participation accounted for 14.4% of the level of utilization of M&E results. The regression equation for prediction of utilization of M&E results using stakeholder participation was  $Y = 2.935 + 0.294X_1 + 0.203$  in which an increase in stakeholder participation of one unit influenced increased level of utilization of M&E results by 29.4%. The findings therefore necessitated the rejection of the null hypothesis  $H_0$  that stated stakeholder participation does 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 stakeholder participation could predict the level of utilization of M&E results. A scatterplot showed that the relationship between stakeholder participation and utilization of M&E results was positive and linear and did not reveal any bivariate outliers. The correlation between stakeholder participation and utilization of M&E results was statistically significant,  $r(205) = 0.294$ ,  $p < 0.05$ . The regression equation for predicting utilization of M&E results from stakeholder participation was  $\hat{y} = 2.935 + 0.294x$ . The  $r^2$  for this equation was 0.144; that is, 14.4% of the variance in utilization of M&E results was predictable from stakeholder participation. This is a moderately weak relationship (Cohen, 1988). The bootstrapped 95% confidence interval for the slope to predict utilization of M&E results from stakeholder participation ranges from 0.195 to 0.393; thus for each one unit increase in stakeholder participation, utilization of M&E results increased by about 0.2 to 0.4 points.

These results in this study were consistent with those of Wanda (2013) who conducted a study in Kiambu County on how fish pond farmers participated in the utilization of M&E results of their projects and how this influenced economic performance. The findings articulated that M&E through accessible record keeping significantly influenced the economic sustainability of the projects.



#### 4.7.4 Stakeholder Participation from the Visual Analogue Scale Data

A Visual Analogue scale was also used to rate the extent to which stakeholders participated in the M&E activities in the particular NGO. The respondents were requested to rate the extent to which stakeholders participated in M&E activities of their organization on a scale of 0 to 10, where 0 represented least participation and 10 represented highest participation. The findings are illustrated in Table 4.19.

Table 4.19 Stakeholder Participation from Visual Analogue Scale Data

Score	Frequency	Percent
1.00	0	0.00%
2.00	0	0.00%
3.00	0	0.00%
4.00	0	0.00%
5.00	4	6.76%
6.00	6	12.56%
7.00	8	18.36%
8.00	9	28.50%
9.00	5	28.01%
10.00	2	5.80%
Total	207	100%

In table 4.19 above, the findings showed that most respondents (28.50%) rated stakeholder participation in their NGO as 8.00, followed by 9.00 (28.01%), 7.00 (18.36%), 6.00 (12.56%), 5.00 (6.76%) and 10.00 (5.80%). Only 19.32% of respondents rated this statement at 6 and below with 80.70% rating it at 7 and above on a scale of 1 to 10. In summary, the findings of this study relating to this 10-point scale revealed that the respondent's highly rated their NGOs in so far as the extent to which stakeholders participated in the M&E activities in their NGO was concerned.

### 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 stakeholder participation on utilization of M&E results in NGOs in Nairobi County.

#### 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 Stakeholder Participation and Utilization of M&E results

The results showed that stakeholder participation significantly influenced utilization of M&E results at 95% level of confidence ( $p < 0.05$ ). Stakeholder involvement in planning, implementation, evaluation and data collection for Monitoring & Evaluation led to utilization of M&E results. Basing of M&E exercise on the information needs of relevant stakeholders as well as requiring that stakeholders participate in M&E processes also led to utilization of M&E results. The Pearson correlation data between stakeholder participation and utilization of M&E results showed a weak positive and statistically significant correlation ( $r = 0.379$ ;  $p = 0.000 < 0.05$ ). The model summary also indicated that 14.4% of the change in utilization of M&E results could be explained by stakeholder participation in that particular NGO ( $R^2 = 0.144$ ). From the Likert scale analysis, the study also demonstrated that stakeholder participation was significant in explaining variations in utilization of M&E results with a composite mean of 4.02 and standard deviation of 0.666. Further, from the Visual Analogue Scale, respondents highly rated their NGOs in as far as the extent to which stakeholders participated in M&E activities in their NGOs. The study revealed that stakeholder participation had a significant positive influence on utilization of M&E results as shown by the regression coefficient of  $\beta = 0.294$  ( $t = 5.871$ ,  $p = 0.000 < 0.05$ ). The p-value ( $p = 0.000$ ) was less than the significance level of 0.05. Therefore, the null hypothesis that stakeholder participation does not have a significant influence on utilization of M&E results was rejected.

#### 5.3 Conclusions

The study investigated the influence of stakeholder participation on the utilization of M&E results. The study established that stakeholder participation in terms of their involvement in planning, implementation, evaluation and data collection significantly influenced utilization of M&E results. Increase in strength of stakeholder participation resulted in increased utilization of M&E results. It was also shown that 14.4% of the variance in Utilization of M&E results is explained for by stakeholder participation. This finding was important for the body of knowledge in this discipline as it encourages stakeholders to participate in the process



of utilization of M&E results. NGOs are also made to realize the importance of stakeholder involvement in as far as utilization of M&E results is concerned.

#### 5.4: Recommendations

1. Stakeholder participation in project implementation, M&E and utilization of M&E results should be encouraged. Through forums and sensitization sessions, stakeholders should be equipped with the relevant knowledge and skills required for them to understand aspects such as planning, implementation, evaluation process and data collection. This will render them useful participants in the processes. The more they know the more they are likely to demand quality and relevance in performance by NGO staff and their leaders.
2. Through stakeholder involvement, ownership of processes such as utilization of M&E results shall be embraced and managed by both stakeholders and implementers. This is expected to culminate in increased utilization of M&E results as both parties will hold each other accountable. NGOs should therefore make stakeholder involvement a mandatory part of project implementation.

#### 5.5 Contribution to knowledge

The study examined the extent to which stakeholder participation influences the utilization of M&E results. The findings of this study thus provide significant contributions to the body of knowledge with some new findings as illustrated in Table 5.1 below.

Table 5.1 : Contribution to knowledge

Objective	Findings	Conclusion	Contribution to Knowledge
Establish how stakeholder participation influences utilization of M&E results in NGOs in Nairobi City County.	Stakeholder participation has a significant influence on utilization of M&E results.	Stakeholder participation in terms of their involvement in planning, implementation, evaluation and data collection is significant in ensuring utilization of M&E results.	The study has illustrated that stakeholder participation had a positive significant influence on utilization of M&E results.

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 stakeholder participation positively influenced utilization of M&E results. Ownership of M&E results positively fosters the utilization of M&E results.

#### 5.6. Suggestions for Further Research

1. Further research is also recommended to investigate which specific stakeholders hold the key to utilization of M&E results in NGOs.

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