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FACTORS AFFECTING IMPLEMENTATION OF RESULT-BASED MONITORING AND EVALUATION IN NON-PROFIT ORGANIZATIONS IN KENYA: A CASE STUDY OF HABITAT FOR HUMANITY KENYA

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Abstract

Purpose: The purpose of this study was to establish factors affecting implementation of RBM&E in Not for Profit Organization-Case study of Habitat for Humanity Kenya.

Methods: Descriptive research design was used for the study. The target population consisted of HFHK staff and stakeholders involved in the programme Implementation. A total of 130 respondents were targeted by the study (including 36 staff and 94 partners and stakeholders) out of which a total of 113 responded (consisting 36 staff and 77 partners and stakeholders) giving a response rate of 87%. Questionnaires were used as instruments for data collection. Primary data from the field was edited first. Coding was then done to translate question responses into specific categories. Quantitative data was analyzed by descriptive statistics while a content analysis technique was used to analyze qualitative data. Descriptive statistics such as frequencies and percentages were used to describe the data. The analyzed data was presented in form of tables.

Results: From the findings of the study, it can be concluded that staff training affects the implementation of RBM&E in that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring and evaluation systems.

Unique contribution to theory, practice and policy: The study recommended that the project managers should provide the necessary resources and facilities for RBM&E implementation. The study also recommends that the staff should be trained and/or given in-service courses on RBM &E.

Keywords: *Implementation, result-based monitoring and evaluation, non-profit organizations, habitat for humanity, Kenya.*

1.0 INTRODUCTION

1.1 Background of the Study

Results-Based Monitoring and Evaluation(RBM&E) system is a powerful management tool that can be used to help policy makers and decision makers track progress and demonstrate the impact of a given project, program or policy. Result Based Monitoring and Evaluation differs from traditional implementation-focused Monitoring &Evaluation (M&E) in that it moves beyond an emphasis on inputs and outputs to a greater focus on outcomes and impacts. The implementation approach focuses on monitoring and assessing how well a project, program, or policy is being executed. However, this approach does not provide policy makers, managers and stakeholders with an understanding of the success or failure of that project, program or policy (Lima, 2013).

RBM&E can help build and foster political and financial support and harmony for common policies, programs, and projects. It can help an organization build a solid knowledge base. Importantly, RBM&E systems can also bring about major political and cultural changes in the way governments and organizations operate—leading to improved performance, enhanced accountability and transparency, learning, and knowledge. Results-based M&E systems should be considered a work in progress (Fontaine, Kuyama, & Munch, 2004). Continuous attention, resources, and political commitment are needed to ensure the viability and sustainability of these systems. Building the cultural shift necessary to move an organization toward a results orientation takes time, commitment, and political will. In the absence of the efforts to undertake this transformation, the only way an organization can coast is downhill! Building and sustaining a results-based M&E system takes time and effort. No system is perfect, and there are many different approaches, but the journey is worth the effort, and the rewards can be many (Kusek & Rist, 2004).

1.2 Statement of the problem

According to World Bank Report, 2007 on Readiness Assessment towards Result Based Monitoring and Evaluation in Community Projects, many organizations are unable to implement RBM&E due to factors such as lack of champions of RBM&E within the organization, lack of budgetary allocation to carry out Monitoring and Evaluation activities and lack of skilled staff in Monitoring and Evaluation. Lack of clarity, misunderstanding and champions among employees and stakeholders in the development world in spearheading the benefit and need Result Based Monitoring and Evaluation can offer, has impacted negatively on its implementation. In such cases, Monitoring and Evaluation in many organization is considered as an unaffordable luxury, an administrative burden or an unwelcome instrument of external oversight, (OECD, 2012).

Studies by UNICEF in 2004 revealed that having full time trained staff dedicated to Monitoring and Evaluation is the most significant factor affecting the quality and usefulness of the measurements of results for a project, program or policy. UNICEF in Asia therefore sought to establish a professional evaluation course in at least one of the regions academic institutions to

improve availability of professional evaluators and to enhance evaluation resources, (UNICEF, 2005).

Studies carried by OECD-DAC on RBM&E in NGOs, reviewed that goals and impacts are not always clear at the end of the interventions. About 70% of donor projects are implemented by NGOs in Africa lack champions among the top management in the organization to spearhead measurement of results at the outcome and goal levels. This means that if the trend is left to continue, only 30% of NGOs will be able to continue document and prove their results to the donors. The large chunk of NGOs (70%) not doing this, risks closure due to lack of funding opportunities, (Renard, 2013)

A study conducted by (Gwadoya, 2011) on Factors Influencing Effective Implementation of Monitoring and Evaluation practices in donor funded projects in Kenya: A case of Turkana District and found out that, many of the projects funded or initiated by most donors have ended up collapsing either within the project period while others that survived the project period have not proceeded further after the termination of donor support. This has been contributed by lack of well-designed RBM&E plans to ensure effective implementation M&E practices.

In Africa and other third world countries despite the importance of result measurement, it is observed that many governments and NGOs do not have an elaborate Result Based Monitoring and Evaluation system and not willing to invest in capacity of their employees, dedicate some budgetary allocation thus being overlooked by serious donors, (Campo, 2005). Many donors would therefore prefer to channel their donations through well-established NGOs and other International organizations such as USAID, UN (World Bank, 2002) locking out many other NGOs which would otherwise accessed such funds and impact positively to the lives of their target groups. Result based Monitoring and Evaluation is intrinsically challenging and requires a level of technical capacity often unavailable in developing countries. The challenge is going a notch higher in third world countries and countries that have constantly experienced civil unrest. The reality is that many countries and organizations lack the required capacity (FAO, 2008) .Equally, there is a realization that the development and institutionalization of an RBM&E is a major, long-term endeavor, and that there is not a single correct way to go about building an RBM&E system.(DAC,2005) In its annual evaluation report said that donors are facing challenges from very key aspects in standardized reporting mainly contributed by lack of adequate skills in the workforce in developing countries. It was also noted that lack of budgetary allocation in Monitoring and Evaluation of projects in developing countries need not to be overlooked.

HFHK started a unit of Monitoring and Evaluation under the department of Quality Assurance in 2014.The unit is facing myriad of challenges that is impeding the Implementation of Result Based Monitoring and Evaluation. It is against this backdrop that the study seeks to find out the factors affecting implementation of RBM&E in its Programme and the possible lessons other stakeholders in the development world could learn from. The purpose of the study will be to investigate how lack staff training, commitment of top management, funding and employee skills

affect the implementation of Result based Monitoring and Evaluation in NGO and specifically Habitat for Humanity Kenya, (Marina, 2015).

1.3 Specific Objectives

1. To establish the extent to which staff training affects implementation of Result Based Monitoring and Evaluation
2. To assess the extent to which commitment of top management affects implementation of Result based Monitoring and Evaluation in programmes
3. To determine the influence of funding on implementation of Result based Monitoring and Evaluation in programme
4. To determine the extent of stakeholder participation on the implementation of Result Based Monitoring and Evaluation in the programme

2.0 LITERATURE REVIEW

2.1 Theory of Constraints

The theory of constraints (TOC) is a management philosophy developed by (Dr.Eliyahu, 1984) physicist in the book "The Goal: "A Process of Ongoing Improvement'. According to Goldratt, every organization has a purpose it seeks to achieve hence the title goal. However, to achieve the goal, some pre-set conditions ought to be present to enable this. For example, a non-profit organization whose goal is to improve livelihoods of the poor and suffering requires some conditions like correct targeting, quality programming and continuous learning to be present to enable it to achieve its goal. Indeed, previous a review on previous research has provided evidence that successful application of TOC results in improvement of both financial and operational performance (Mabin, 2003).

The theory of constraints states that an organization is like a chain or network of chains that with each component dependent on another with one part being the weak link. This means there is always at least one constraint in a system that limits the system's output (Tulasi & Rao, March, 2012). Constraints prevent an organization from achieving its set objectives and goals which in the case of this research will be policy, knowledge, attitudes and practices. While the organization might seek to address the constraint, there shall still be one constraint that will exist, even as the system will be stronger than earlier than but not as strong as it could be. Using the 'focus process', Theory of Constraints identifies the constraint and re-align the rest of the organization around the constraint. Their theory outlines a five-step process for identifying and addressing the constraint.

Contrary to traditional belief TOC views constraint as positive as it continuously improves and organizations performance (Rahman, 1998). The working principle of TOC provides a focus for a continuous improvement process. The principle consists of five focusing steps (Rahman, 1998) which are summarized below: The first step is to identify the system's constraint(s). In this step, constraints which may be physical and policy (managerial) are identified. Notably, most constraints in organizations are managerial which involve aspects like policy, procedure, rules

and methods. Using the Goldratt's Current Reality Tree, constraints are then identified and enlisted. Once the constraints have been identified they are then prioritized. With the constraint having been identified and prioritized, the next step is to decide how to exploit the system's constraint(s). In case the constraint is found to be physical, then the key objective to ensure that the constraint is made to be as effective as possible. However, a managerial constraint should not be exploited but be eliminated and replaced with a policy which will support increased output.

From this research, Habitat for Humanity Kenya in its pursuit to continue improvement acknowledged the existence of possible weak links that if identified could then be strengthened as proposed in theory of change resulting in continuous improvement on its performance. Therefore, this theory shall be relevant to the study as it will inform types of recommendations in case of a physical or managerial weak link.

2.3 Conceptual Framework

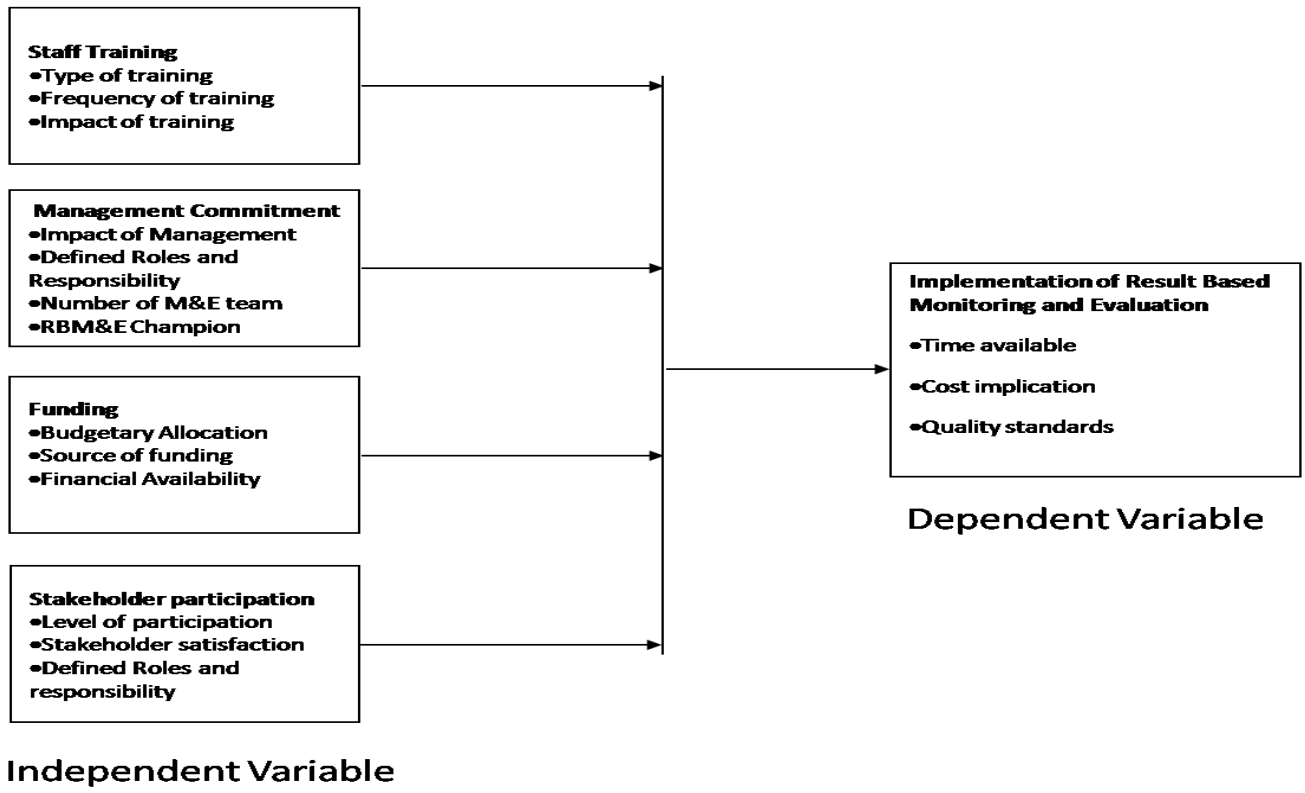

Figure 1: Conceptual Framework

3.0 METHODOLOGY

This study adopted a descriptive survey research design. Descriptive survey research design was chosen because it enabled the researcher probe and obtain an in-depth understanding of the

subject. For this study, the target population consisted all the 32 employees of Habitat for Humanity Kenya as at 31 December 2016 as shown in table 3.1 and additional 6 respondents from Habitat for Humanity International. The target population in the stakeholders and partners category was 94. The total target population was 130 respondents. With the population of 36 staff in HFHK and HFHI, it was possible to survey the entire population of the 36 staff members. The same case applied to HFHI staff. The researcher also involved 94 partners and stakeholders who have directly been involved in housing for the vulnerable projects in two project areas in Homabay and Nanyuki.

This study used both quantitative and qualitative data from primary and secondary sources. Primary data was collected by use of questionnaires which included both structured and semi-structured questions that were administered to the sample frame. The secondary data was collected through desktop research from previous studies, articles and website. A pilot test was conducted using two programme staff based in Homabay Region office and two representatives from project steering committee. Validity was ensured through the use of experts by seeking the advice from the supervisor and other experts from the department. Reliability of the questionnaire items were determined using the test-retest method in which the same respondents in the pilot study were requested to provide information for the second time. The main descriptive statistical analysis techniques that were used are: the frequencies and percentages. In addition, a multiple regression analysis was conducted in order to examine the factors affecting implementation of RBM&E in not for profit organization. The SPSS analytical software was used for this purpose. Regression analysis was used to predict the value of the dependent variable on the basis of the independent variables.

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Response rate

A total of 130 respondents were targeted from HFHK staff, stakeholders and partners, out of which 113 responded by completing and returning the questionnaires. This gave a response rate of 87% which according to Mugenda and Mugenda (2003) any response rate above 50% is appropriate for generalization of the findings.

4.2 Demographics

4.2.1 Department

The respondents were asked to indicate their departments. The responses are shown in Table 1 below.

Table 1: Distribution of Respondents by Department

Department	Frequency	%
Programmes	21	19
Finance	6	5.3
Human Resource and Administration	2	1.7
Internal Audit	1	0.9
Housing and Market Development	3	2.7
Monitoring and Evaluation	3	2.7
Stakeholders and Partners	83	73.5
Total	**113**	**100**

The highest number of respondents are from the stakeholders and partners at 73.5% that include the beneficiaries of subsided housing, community representatives and other implementing partners. The lowest response at 0.9% came from Internal Audit that is managed by 1 staff and was listed as one respondent expected to provide response.

4.2.2 Gender

Table 2: Distribution of Respondents by Gender

Gender	Frequency	%
Male	55	48.7
Female	58	51.3
Total	**113**	**100**

From Table 2 above, majority of the respondents were female making up 51.3% while men constituted 48.7% of the respondents. The findings mean that there were more female than male. However, the distribution was near equal. Therefore, it can be concluded that there is gender equality in the implementation of Result Based Monitoring and Evaluation.

4.2.3 Level of Education

Data was sought to determine the level of education of the respondents across all the sample size. This was done to ascertain the literacy levels and the impact it would have on the feedback received from the respondents. The responses are as follows in Table 3.

Table 3: Level of Education

Level of education	Frequency	%
University-Degree	28	24.8
College Diploma	26	23
Secondary	46	40.7
Primary	11	9.7
Other	2	1.8
Total	**113**	**100**

From the table 3 above, majority of the respondents are form four graduates at 40.7%. The kind of project implemented by HFHK is targeting community members who are vulnerable and in rural areas. The levels of education are at secondary and primary levels and a few who have not stepped in a school. The highest level of education at University and College levels recorded 24.8% and 23% respectively. These were represented by staff of HFHK and Implementing partners.

4.2.4 Age of the Respondents

Table 4: Age Distribution of the Respondents

Age	Frequency	Percentage
21-30	15	13
31-40	50	44
41-50	34	30
51-60	12	12
Above 61	2	1
Totals	**113**	**100.0**

With majority of the respondents under 40 years, this indicated that most of the respondents were still in their reproductive age and therefore still active physically and mentally (Miller , Strath,

Swartz, & Cashin, 2010). For the age bracket of 51 years and above are mostly the beneficiaries of subsided housing project implemented by HFHK.

4.3 Response on extent to which staff training affect implementation of RBM&E

4.3.1 Availability of technical skills

Table 5: Availability of Technical Skills in RBM&E

Technical skills	Frequency	%
Yes	73	64.6
No	40	35.4
Total	**113**	**100**

The analysis of the study revealed that majority 73(64.6%) of the respondents indicated that it was important for staff to have technical skills in RBM&E, while 40(35.4%) of the respondents indicated that it was not important for staff to possess technical skills in RBM&E. This analysis was interpreted to imply that the employees of HFHK and partner organization need to possess technical skills in RBM&E in order to adequately lead in the implementation of RBM&E. This clearly indicated that for successful implementation of RBM&E, all the stakeholders involved in the housing project either directly or indirectly should have basic training in RBM&E. The respondents were asked to explain their answers. The following were mentioned: appropriate skills to all stakeholders are needed in the development of appropriate RBM&E systems, technical skills affect the ability to carry out duties, training and on-the-job experience are important in developing evaluators skills hence affecting their effectiveness in monitoring and evaluation process.

4.3.2 Adequacy of staff technical skills training

Table 6: Adequacy of Technical Skills

Staff Technical Skills	Frequency	%
Yes	33	29.2
No	50	44.2
Not sure	30	26.6
Total	**113**	**100**

The study findings revealed that 50(44.2) % of the respondents indicated that the technical skills are not adequate, 29.2% of the respondents indicated inadequate while 26.6% of the respondents were not sure. This could be interpreted that the current technical skills possessed by the staff are not sufficient. These findings contradict the statement by Gladys, Katia, Lycia & Helena (2010)

which states that building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue. It needs to be recognized that growing evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators. Two key competencies for evaluators are cognitive capacity and communication skills.

4.3.3 Staff Technical Skills is a determinant of RBM&E

Table 7: Staff Technical Skills as a determinant of RBM&E

Variable	Frequency	%
Strongly agree	51	45.1
Agree	30	26.6
Neutral	25	22.1
Disagree	3	2.7
Strongly disagree	4	3.5
Total	**113**	**100**

The study findings show that 45.1% of the respondents indicated that they strongly agreed that technical skill is a determinant of RBM&E. The study also found that 26.6% of the respondents agreed that technical skill is a determinant of RBM&E while 22.1% of the respondents were neutral about technical skill being a determinant of RBM&E. From the findings it can be said that technical skills are important in implementation of RBM&E. This is an indication that without the right technical skills, implementation of RBM&E will be unsuccessful.

4.3.4 Expertise in RBM&E

Table 8: Expertise in RBM&E

Variable	F	%
Strongly agree	34	30.1
Agree	36	31.9
Neutral	24	21.2
Disagree	15	13.3
Strongly disagree	4	3.5
Total	**113**	**100**

According to the findings, 31.9% of the respondents agreed that human resources on the project should have clear job allocation and designation befitting their expertise, 30.1% of the respondents strongly agreed that human resources on the project have clear job allocation and

designation befitting their expertise while 21.2% of the respondents were neutral about that human resources on the project having clear job allocation and designation befitting their expertise. This is an indication that expertise is required in the implementation of RBM&E. Furthermore (Ramesh, 2012) explains human resources on the project should be given clear job allocation befitting their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive on-site support to the outfield staff one of the larger aspects of developing employee's skills and abilities is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee (Pearce & Robinson, 2004).

4.3.5 Functional advice

The findings of the study are as presented in Table 9.

Table 9: Functional Advice

Variable	Frequency	%
Strongly agree	57	42.9%
Agree	18	18.4
Neutral	20	20.4
Disagree	8	8.2
Strongly disagree	10	10.2
Total	**113**	**100**

According to the findings, 42.9% of the respondents strongly agreed that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring systems. 18.4% of the respondents agreed that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring systems, while 20.4% were neutral that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring systems. This can be interpreted to mean that expertise advice is required to implement monitoring and evaluation. This is an indication that proper advice on how to conduct monitoring and evaluation should be given to the various authorities before any action is taken on monitoring and evaluation.

4.3.6 Seminars and Workshops on Result Based Monitoring and Evaluation

Table 10: Seminars and Workshops

Variable	Frequency	%
Very large extent	33	29.2
Large extent	52	46.0
Neutral	15	13.3
Small extent	13	11.5
Total	**113**	**100**

According to the findings, 46% of the respondents agreed that they need seminars and workshops on Result Based Monitoring and Evaluation to a large extent, 29.2% agreed that they need seminars and Workshops on Result Based Monitoring and Evaluation to a very large extent. From the findings, it can be interpreted that seminars and workshops on RBM & E are effective in the implementation of RBM&E. Seminars and workshops in RBM&E increase the knowledge and skills in monitoring and evaluation therefore creating a right attitude towards implementation of RBM&E. Those who agreed did so probably because they had attended a seminar or workshop at some point in their career or similar project/programme implementation process.

4.4 Effect of Top Management Commitment in Implementation of RBM&E

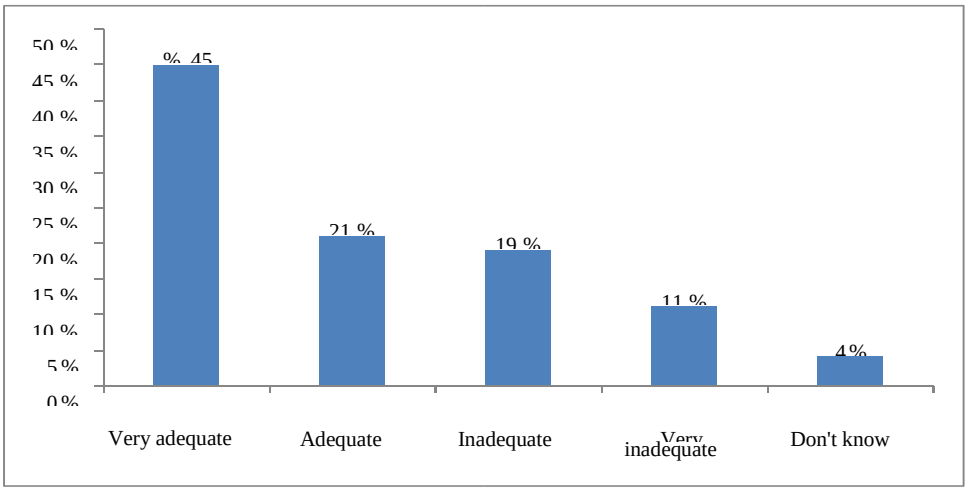

Figure 2: Role of Top Management towards Implementation of the RBM&E

From the findings, majority (45%) of the respondents sampled rated the role of top management as very adequate while 21% rated it as adequate. A significant proportion (19%) of the respondents rated the role of top management as being inadequate while 11% indicated that it was very inadequate. Few of the respondents were not able to rate the role of top management

towards implementation of the RBM&E because they did not know. The study also indicated that the top management acted promptly to the project demands and improvements.

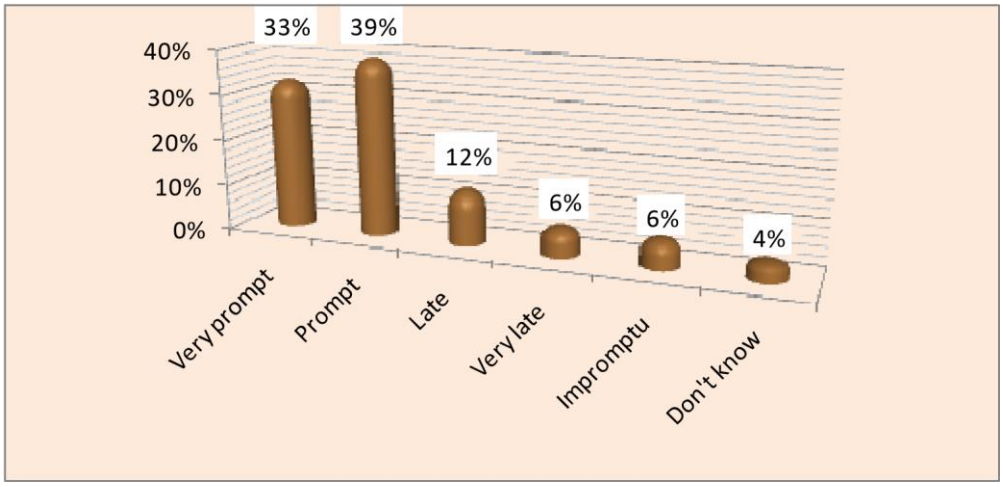

Figure 3: Role of the Top Management in Regard to Acting Project Demands and Improvements

The top management acted promptly and very promptly to project demands and improvements as supported by 39% and 33% of the respondents respectively. The findings also indicated that 12% and 6% of the respondents were of the opinion that the top management acted late and very late respectively. Few (6%) of the respondents indicated that the top management would act was impromptu while 4% did not know.

4.5 Responses on Effect of Funding in the Implementation of RBM&E

4.5.1 Availability of funds

Table 11: Availability of Funds for Result-Based Monitoring and Evaluation

Funds	Frequency	%
Yes	81	71.7
No	12	10.6
Not sure	22	17.7
Total	**113**	**100**

The findings show that majority (71.7%) of the respondents indicated that it was important for the organization to some funding to ensure the implementation of RBM&E, while (10.6%) of the respondents indicated that it was not important to set funding for the implementation of RBM&E. While 17.7% were not sure whether it was important to set funding for the successful

Implementation of RBM&E. From the analysis it can be interpreted that for successful implementation of RBM&E, the organization needs to set a budgetary allocation for the implementation of RBM&E.

4.5.2 Percentage of the budget allocated for RBM&E

Table 12: Percentage of the Budget Allocated for Implementation of RBM&E

Variable	Frequency	%
Less than 5%	45	39.8
10%	52	46.1
20%	3	2.7
25%	9	7.9
Above 25%	4	3.5
Total	**113**	**100**

The findings of the study revealed that most (46.1%) of the respondents indicated that 10% of the budget is adequate if allocated for implementation of RBM&E. The study also found that (39.8%) of the respondents indicated that less than 5% of the project budget is adequate for the implementation of RBM&E. Seven-point nine percent (7.9%) of the respondents indicated that 25% of the project budget is adequate if allocated for the implementation of RBM&E, while 3.5% of the respondents indicated that above 25% of the project budget should be allocated for the implementation of RBM&E. From the analysis of the study it can be concluded that the percentage of the project budget allocated for Result Based Monitoring and Evaluation needs to be evaluated further despite the fact that the majority of the respondents feeling that 10% of the project cost would be adequate.

4.5.3 Adequacy of Fund

Table 13: Adequacy of Funds

Adequacy of funds	Frequency	%
Adequate	45	39.8
Inadequate	68	60.2
Total	**113**	**100**

According to the findings, whereas 39.8% of the respondents indicated that the funds were adequate, 60.2% of the respondents indicated that the funds were inadequate. From the findings

it can be interpreted that inadequate allocation of funds can lead to failure in the implementation of RBM&E. These findings are supported by John (2007) that applying too few resources to any given activity slows progress and applying too many can cause crowding that reduces productivity and wastes resources that could be used more efficiently by other activities. Therefore, the effective and efficient allocation of scarce resources among development phases and among activities within phases is a realistic management opportunity for improving project schedule performance.

4.5.4 Provision for RBM&E

Table 14: Provision of RBM&E

Variable	Frequency	%
Very large extent	69	61.1
Large extent	29	25.7
Neutral	9	7.9
Small extent	-	-
No extent at all	6	5.3
Total	**113**	**100**

61.1% of the respondents indicated that they agreed that the project budget should have adequate provision for RBM&E activities to a very large extent. 25.7% of the respondents agreed that the project budget should have adequate provision for RBM&E activities to a large extent, whereas 7.9% of the respondents were neutral about the project budget having adequate provision for RBM&E activities. This can be interpreted that budget allocation affects the implementation of RBM&E activities. McCoy (2005) further explains that the project budget should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in project management.

4.5.5 Estimation and Actual expenditure

Table 15: Estimation and Actual Expenditure in RBM&E

Variable	Frequency	%
Very large extent	67	59.2
Large extent	29	25.7
Neutral	8	7.1

Small extent	5	4.4
No extent at all	4	3.6
Total	**113**	**100**

The study findings show that 59.2% of the respondents agreed that the RBM&E planning budget should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored whereas 4.4% of the respondents indicated that RBM&E planning budget should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored to a small extent. This is an indication that the budget influences the implementation of RBM&E. The reason why estimation and actual expenditure should be monitored is to avoid poor allocation of resources in RBM&E and avoid under-funding of RBM&E activities.

4.5.6 Donors emphasis on budget

Table 16: Donors Emphasis on Budget

Variable	Frequency	%
Very large extent	74	65.5
Large extent	33	29.2
Neutral	4	3.5
Small extent	2	1.8
No extent at all	-	-
Total	**113**	**100**

According to the findings, 65.5% of the respondents agreed that that donors put emphasis on ensuring that Result Based Monitoring and Evaluation is budgeted for before approving any proposals for funding to very large extent. The study also found that 29.2% of the respondents agreed that that donors put emphasis on ensuring that RBM&E is budgeted for before approving any proposals for funding to large extent.

4.6 Effects of Stakeholders Participation in the Implementation of RBM&E

Table 17: Stakeholders Participation

Variable	Frequency	%
Yes	83	73.4
No	30	26.6
Total	**113**	**100**

The study findings show that 73.4% of the respondents indicated that stakeholders should participate in implementation of RBM&E, while 26.6% of the respondents indicated that stakeholders should not participate in monitoring and evaluation. From the findings it can be interpreted that stakeholder's involvement is effective in the implementation of Result Based Monitoring and Evaluation. This is a clear indication that HFHK supports stakeholders' implementation of RBM&E of which they are affected in one way or another.

4.6.1 Level of stakeholder's participation

Table 18: Level of Stakeholder's Participation

Variable	Frequency	%
Very large extent	10	8.8
Large extent	8	7.2
Small extent	70	61.9
Not sure	25	22.1
Total	**113**	**100**

The study findings show that 61.9% of the respondents indicated that stakeholder's level of participation to be small extent, while 22.1% of the respondents indicated that they were not sure of stakeholders' involvement. From the findings, it can be said little attention is paid on the level of stakeholders' participation. These findings are also contradicted by Proudlock (2009), who found out that the whole process of impact evaluation, and particularly the analysis and interpretation of results, can be greatly improved by the participation of intended beneficiaries, who are after all the primary stakeholders in their own development and the best judges of their own situation. However, stakeholder participation needs to be managed by care, too much stakeholder participation could lead to undue influence on the RBM&E, and too little could lead to evaluators dominating the process.

4.6.2 Undue influence on RBM&E

Table 19: Undue Influence on RBM&E

Variable	Frequency	%
Strongly agree	60	53.1
Agree	13	11.5
Neutral	24	21.2
Disagree	9	7.9
Strongly disagree	7	6.3
Total	**113**	**100**

According to the findings, 53.1% of the respondents strongly agreed that too much stakeholder involvement could lead to undue influence on the implementation of RBM&E while 21.2% of the respondents were neutral in that too much stakeholder involvement could lead to undue influence on the implementation of RBM&E. From the analysis it can be interpreted that stakeholder's involvement in the implementation of RBM&E should be moderate. The representation by majority of the respondents implies that despite the fact that the organization supports stakeholders' involvement, too much stakeholder involvement could affect the outcome of the Result Based Monitoring and Evaluation in one way or another.

4.7 Regression Analysis

Regression analysis was conducted to determine the relationship between staff training, Commitment of top Management, Funding, Stakeholders participation and the implementation of Result Based Monitoring and Evaluation as presented in Table 20 below.

Table 20: Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients		
Variable	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1.111	.109		1.026	.308
Staff Training	.122	.082	.119	1.477	.023
Commitment of Top Management	.309	.091	.303	3.390	.001

Funding	.110	.086	.107	1.270	.022
Stakeholders Participation	.414	.100	.400	4.139	.030

According to the analysis, the equation ($\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$) becomes:

$Y= 1.111+ 0.122X_1+ 0.309X_2+ 0.110X_3+0.414X_4$. The regression equation indicates that taking all the four variables constant at zero, implementation of Result Based Monitoring and Evaluation was 1.111. The findings also indicate that taking all other independent variables at zero, a unit increase in Staff Training led to 0.122 efficiency in the implementation of RBM&E. In addition, an increase in commitment of top management led to 0.309 efficiency in implementation of RBM&E. While an increase in funding led to 0.110 efficiency. Finally, an increase in Stakeholders participation led to a 0.414 efficiency. At 5% level of significance and 95% level of confidence, staff training had a beta value of 0.023, at 5% level of significance commitment of top management had a beta value of 0.001, at the same 5% level of significance allocation of funding produced a beta value of 0.022, at 5% level of significance and stakeholder participation had a beta value of 0.03 at the same level of significance. According to the findings it can be concluded that, all the four variables were significant ($p<0.05$) with commitment of top management being the least significant and Stakeholders participation being the most significant. The study therefore concluded that all the four variables had an effect on the implementation of Result Based Monitoring and Evaluation.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

In reference to objective one which sought to establish extent to which staff training affects the implementation of Result Based Monitoring and Evaluation, the study found that (64.6%) of the respondents indicated that it is important to possess technical skills for the implementation of RBM&E while 35.4% of respondents indicated that the technical skills were not necessary for Implementation of RBM&E.

In regard to the difficulties faced during the implementation of RBM&E in the organization, the commitment of top management to the operations of the RBM&E s was perceived to be very adequate (45%), and adequate (21%). However, 30% still saw the role of management as inadequate. The management was also alleged to act promptly (39%) and at times very promptly (33%) to project demands and improvements. Few however indicated that the top management would act impromptu while a small proportion did not know.

Regarding objective three which sought to establish the influence of funding affects the implementation of Result Based Monitoring and Evaluation. Seventy-one point seven percent (71.7%) feel that it is important the organization to set aside funding for the successful Implementation of RBM&E.

Based on objective four which sought to determine the extent of stakeholders' participation in the implementation of Result Based Monitoring and Evaluation, 74.3% of the respondents indicated that stakeholders participate in the Implementation of RBM&E in contrast 61.9% of the respondents indicated that stakeholder's level of involvement to be small extent.

5.2 Conclusions

From the findings of the study, it can be concluded that staff technical skills the affect the implementation of monitoring and evaluation in that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring systems. The commitment by the top management majorly dictates the successful implementation of RBM&E (World Bank, 2011). The management is like the central nerve to successful implementation of RBM&E in organization. It coordinates the processes of the M&E system ensuring its success and manages the M&E human resource. Although, at times, the RBM&E activities are seen as a control of a bureaucratic management (Shapiro, 2011). The top management should have the knowhow to run the project and M&E system. It should also work with the other stakeholders, especially the employees to ensure that they have the required experience and training to handle the M&E system. The NGO Board should also ensure that the management puts into practice the Public Benefit Organization Act, 2013.

5.3 Recommendations

The study recommends that the project managers should provide the necessary resources and facilities for monitoring and evaluation. This will facilitate effective implementation of monitoring and evaluation. The study also recommends that the staff should be trained and/or given in-service courses on monitoring and evaluation. This will give them the skills and knowledge in monitoring and evaluation. The study further recommends that Monitoring and evaluation indicators should be well constructed to avoid poor monitoring and evaluation. The study finally recommends that stakeholder's participation should be improved in monitoring and evaluation. This will promote the implementation of monitoring and evaluation since there will be little resistance from stakeholders.

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