



**COMPONENTS OF MONITORING AND EVALUATION SYSTEMS ON
PERFORMANCE OF NON-GOVERNMENTAL ORGANISATIONS: A CASE OF
TROCAIRE SOMALIA**

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ABSTRACT

This study sought to look at the components of M&E systems and how they influence performance on organizations. Specifically, the study identified: Data dissemination and use and M&E frameworks, and how they influence performance of Trocaire Somalia as an NGO. The study used a mix expo facto and survey design. The target population included the entire staff of Trocaire in the regional office and frontline workers (208) where a sample of 103 respondents was used. Data for the study was collected through administering questionnaires. The study adopted both quantitative and qualitative approaches, implying that both descriptive statistics and inferential statistics were employed. The study used regression analysis to develop a model that explains the relationship the independent variables (M&E components) and the predictor variable (organization performance). The study concludes that data dissemination and use has a positive and significant influence on organization performance. Further, the study found that monitoring and evaluation frameworks have a positive and significant influence on organization performance. From the findings, the study recommends that the top management at Trocaire Somalia should ensure frequent review of the monitoring and evaluation data so as to be in a position to implement the necessary changes to ensure minimization of cost and maximization of resource utilization. Further, the management should adopt and implement employee training programmes to ensure adequate filling of the skill gaps in monitoring and evaluation staff.

Key Words: M&E systems, Data dissemination and use, M&E frameworks, performance of Trocaire

Introduction

According to UNDP (2009) monitoring is the ongoing process where stakeholders obtain regular feedback on the progress made towards attainment of objectives and goals. Evaluation on the other hand is the process of determining the significance or value of a development activity, program, or even policy in order to determine the relevance of the objectives, efficiency of resource usage, the capacity or power of the design and implementation, and outputs sustainability (UNDP, 2009). By mid of 20th century, Monitoring and Evaluation (M&E) emphasized strongly on prudent utilization of resources, reflecting the social scientific trend of that era (Rogers, 2009). Later, the focus of M&E changed to lived experiences, and giving confidence to stakeholders in consensus-shaping evaluation process (Simister & Smith, 2010). However, Armstrong and Baron (2013) opine that, organizations view M&E as a donor requirement rather than a management tool necessary to review progress, identification of variances and taking corrective actions during implementation of projects. It is the right of donors or sponsors to know how finances are spent though, the main objective of the M&E ought to be for the organization to perceive its performance and lessons learned (Alcock, 2009).

M&E is that process of assessing actual change against the desired or stated objectives, and judging whether the efforts put in development and their investments are worthwhile (UNDP, 2009). M&E systems are critical factors that determine the outcome of a project. Scholars have for many years highlighted M&E systems as an important learning tool; not only for project designs but also to improve the organizational performance (Simister & Smith, 2010). M&E as sub-systems of knowledge management (KM) are focused on tracking activities of a project, outcome, outputs, and impacts. At the initial stages, M&E are often oriented towards stakeholder reporting and financial control. However, a good M&E should be more comprehensive than this, and should facilitate learning while monitoring and evaluating projects (Holsapple & Joshi, 2011).

A M&E system is made up of the set of interlinked activities that must be undertaken in a coordinated way for planning, data collection and analysis, reporting and supporting decision-making and the improvement of implementation (Deaton, 2010). Six main components of M&E system entail: a clear statement of measurable objectives for the project and the components; a set of structured indicators that entail inputs, process, outputs, outcomes, impact and risks; data collection mechanisms; an evaluation framework and methodology; report mechanism that is clear and use of M&E results in decision making; sustainable organizational arrangements of data collection, management, analysis and reporting (Rogers, 2009).

Monitoring and Evaluation can help to assess the effectiveness of an organization projects in achieving its objectives and to measure their impact on clients. Monitoring and Evaluation are critical processes of organization's project (although often forgotten), and to get them right you need to build them into the project from the outset (Santos, 2012). Organizations and their projects vary enormously and therefore require quite different approaches to evaluation. Lundstrom and Stevenson (2016) emphasis the importance of active monitoring evaluation practices for efficiency and effectiveness of social enterprise project to enhance their performance.

According to Roza (2013), as a management tool M&E comprise of Planning, training, baseline surveys, and information systems. The aim of M&E is to determine; fulfilment of objectives, effectiveness, efficiency and impact. Further, it involves the incorporation of lessons learned into decision-making process as well as relates to the value or significance of

a policy, programme or even activity (Armstrong & Baron, 2013). Due to globalization, organizations are grappling with demand and pressure internal and external for continuous improvements in project management to better performance and being competitive (Simister & Smith, 2010). The demands originate from various sources like governments, civil society, donors, the media and many others. In exchange for aid or better and real results, organizations have to tendered to respond to the demand of the relevant stakeholders for results that are tangible. (Santos, 2011).

Trócaire Somalia, Catholic based NGO based has been selected for this study as it is among NGOs practicing M&E in implementation of its projects towards providing humanitarian assistance in Somalia. in view of the forgoing and considering that M&E as a key component in management of projects and gives control over the main parameters that define a project; scope, quality, resources, completion time and cost (Kerzner, 2013). This study tries to examine the components of M&E systems that influence the organization performance.

The Kenya vision 2030 has been considered a major phase M&E evolution being the principle driver of development and the basis for the National Integrated Monitoring and Evaluation System (NIMES) (GoK, 2007). NIMES was created to fast track implementation of programmes, policies and projects. However, one of the problems associated by NEMIS was that there was inadequate data supply related to planning and making of policies specifically at lower levels like villages. Further the data collected was mostly taken to respective headquarters and it hardly gets back to the lower levels. NIMES has faced a number of challenges during its implementation such as lack of local training institutions, weak M&E culture, inadequate resources, lack of reliable data, and lack of capacity for performance tracking (GoK, 2010).

A web-based M&E system was developed for NGOs by Academy for Education Development (AED) and Advantech Consulting and launched in 2012. The system aims at assisting NGOs to engage with Aid agencies and to efficiently monitor and keep track of their activities and targets. Technology is a key player in M&E where NGOs has embraced the use of paperless data collection processes through use of hand held devices and web-based tools for M&E data collection activities (Chesos, 2010).

Statement of the Problem

Globally, M&E is regarded as a core tool for enhancing project management quality, considering that in the short run and in the medium term, the management of complex projects will entail corresponding strategies from the financial view point, that are required to adhere to the criteria of effectiveness, sustainability along with durability . According to Askari (2011) Globally, 10% to 15% of all aid for development to developing countries is channeled through NGOs. The increase in interest in M&E among organizations is due to a stronger focus on the results from the interventions as M&E allows those involved assessment of the impact of a particular activity, determine better ways of doing it. This ensures effectiveness and transparency (World Bank, 2010)

Failing and Gregory (2013) argue that, M&E is important in assisting institutions and corporates in tracking their performance and measuring the impact of management actions and decisions so as to provide feedback on progress towards attain goals and effectiveness of project or programme interventions. A good M&E system ought to provide reliable information that is also timely to inform the management in decision making process to improve on performance. Valadez and Bamberger (2012) further emphasize that a good M&E contributes to organizational learning and knowledge sharing as it enables NGOs to reflect on shared experiences and lesson learned and adopt that in their programmes to ensure full benefit to the organization through bench marking.

According to Kenpro (2014) there are more than 80 NGOs registered as members Somalia NGO Consortium. Yet the impact of those NGOs is hardly felt. According to Chesos (2010), in Kenya, NGOs have been appreciated as a development partner by the government contributing to over Ksh 100 billion annually as well as provide employment to over 100, 000 people. According to IFAD (2015), most developing countries are faced with the challenge of implementing a good M&E citing lack of control on their funding. Organizations have been carrying out M&E as a formality just as it is a key requirement to get funds. In Sub Saharan African countries, there are inadequate people with the necessary skills as well to capacity of designing and implementing M&E system. Training to improve on the skills gaps have often produced disappointing results while the few experts are too expensive that the NGOs cannot afford (Failing & Gregory, 2013). The GoK (2012) reports that, 39% of the programmes reviewed had no M&E reports for public consumption. Further, 83.3% did not have logical framework and information from M&E was rarely used in decision making.

Various studies have been done on the influence of M&E systems on performance of projects or organizations. Ngatia (2015) studied on the influence of M&E system use on performance of NGOs of agri-business projects in Murang'a County. Mbiti and Kiruja (2015) studied the role of M&E on performance of public organization projects. Meri (2013) studied the determinants of effective monitoring and evaluation systems for nonprofit projects of INGOs projects in Nairobi. Nasambu (2016) studied the factors influencing the performance of M&E systems in NGOs in Lira, Northern Uganda. Kamau (2017) studied the factors influencing of M&E systems in NGOs projects at Aga Khan in Nairobi, Kenya. Thus, this study seeks to fill the gap by looking at the M&E components and how they influence performance of NGOs projects. Trocaire Somalia projects are unique dealing with sensitive and delicate matter of health and such an organization will experience major hurdles in execution of monitoring and evaluation. The independent variables discussed in this study, namely; data use and dissemination, M&E frameworks, M&E Human capacity, and M&E design have been identified as some of M&E components that affect performance of the organization's projects.

Specific Objectives

The study was guided by the following research objectives;

- i. To investigate the influence of Data Dissemination and Use on the performance of NGOs.
- ii. To assess effects of M&E frameworks on the performance of NGOs.

Theoretical Literature Review

Resource Dependency Theory

The resource dependency theory concentrates on the role of board of directors in providing access to resources needed by the firm. Hillman, Cannella and Paetzold (2000) contended that resource dependency theory focuses on the role that directors play in providing or securing essential resources to an organization through their linkages to the external environment. Indeed, Ongore and K'obonyo (2011) concur that resource dependency theorists provide focus on the appointment of representatives of independent organizations as a means for gaining access in resources critical to firm performance. For example, outside directors who are partners to a law firm provide legal advice, either in board meetings or in private communication with the firm executives that may otherwise be more costly for the firm to secure.

The provision of resources enhances the firm's functioning, organizations' performance and its survival (Defourny & Nyssens, 2010). According to Hillman et al. (2000) directors bring

resources to the firm, such as information, skills, access to key constituents such as suppliers, buyers, public policy makers, social groups as well as legitimacy. Directors can be classified into four categories namely insiders, business experts, support specialists and community influential.

First, the insiders are current and former executives of the firm and they provide expertise in specific areas such as finance and law to the firm itself as well as general strategy and direction. Second, the business experts are current, former senior executives and directors of other large for-profit firms and they provide expertise on business strategy, decision making and problem solving. Third, the support specialists are the lawyers, bankers, insurance company representatives and public relations experts who provide support in their individual specialized field. Finally, the communities influential are the political leaders, universities, members of clergy, and leaders of social or community organizations (Coad, 2009). Drawing from Resource Dependency Theory, this study will try to link how HR Capacity, and M&E design influence performance of NGOs.

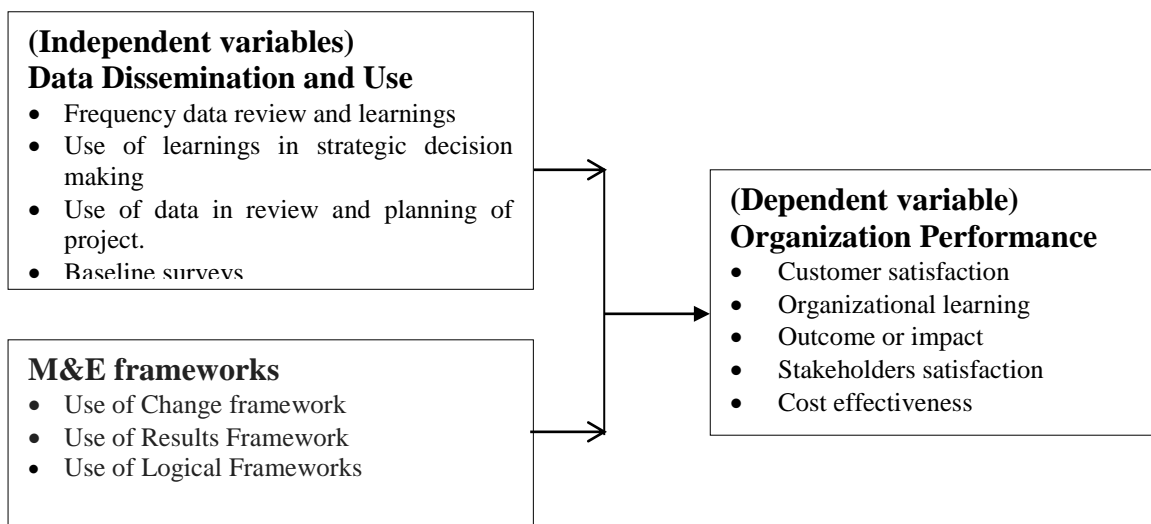
Theory of Planned Behavior

The theory was developed by Theory of Planned Behavior, and research by Krueger and Carsrud (1993). In essence, the theory states that intentions depend on attitudes towards the attractiveness of the behavior, social expectation, and associated competencies. The theory recommends that a person's intention to perform the behavior will increase with his/her perceived behavioral control. This suggests that an organization will initiate a project it believes it has the ability and competences to do so and where so the activity is deemed to be socially acceptable.

According to the Theory of Planned Behavior the lack of awareness or information or knowledge is the main barrier to initiate a project or start an organization (Ajzen, 1991). Those interested or have desire to start an organization need support/encouragement, particularly training and mentoring. Clearly, not everyone is capable of being either an entrepreneur or a social entrepreneur but the findings suggest that if people were equipped with the appropriate knowledge and skills, it is possible that more social enterprises could be created, especially if ongoing support were made available. Training improves capacity in terms of competencies, technical, managerial skills and interpersonal skills, entrepreneurial skills, and attitudes (Miettinen, 2007).

This theory will be useful in explaining the variables Data dissemination and use, M&E Human Capacity and how they influence performance of organizations.

Conceptual Framework



Empirical Review

Data Dissemination and Use and Organization Performance

Sayyed (2012) in his empirical survey studied the influence of data dissemination systems on performance of government agencies. The study showed that data dissemination influences performance of infrastructural building projects in education sector. The findings the study affirmed previous findings that for an effective M&E system effective data dissemination and approach is inevitable; Aronson and Wilson (2010) that reliable data influenced performance; Harnell et al., (2011) that performance of projects is linked to proper data systems. However, Mutekheke et al (2018) in their study of data dissemination and use and performance of educational projects in Bungoma, County Kenya found that data dissemination and use do not influence performance of educational building infrastructural projects.

Rogers (2009) advocates for multi-stakeholder's dialogues in the data collection, hypothesis testing as well as in intervention in order to secure greater participation. Monitoring is linked to the project management function and as such is a complex issue which result to confusion in trying to apply them on projects (Simister & Smith, 2010). It has been noted that M&E information use generally outlines the underlying assumptions on which the achievement of project goals depend, the anticipated relationships between activities, outputs, and outcomes- the logical framework. Other contents of an M&E information use are well-defined conceptual measures and definitions, along with baseline data needed; the monitoring schedule; a list of data sources to be used; and cost estimates for the monitoring and evaluation activities. Most plans also include a list of the partnerships and collaborations that will help achieve the desired results; and a plan for the dissemination and utilization of the information gained (Alcock 2009; Nuguti, 2009).

UNDP (2010) opine that, baseline surveys are important to any project. It forms the starting point of any project, establishes priorities of planning, and results from baseline study show what aspects need attention and focus. Krzysztof et al (2011) further argue that, a baseline study serves the purpose of informing decision makers what impact the project has had on the target community and without it is not possible to know the impact of the project. Since the M&E tools used during a baseline study are the same tools used during evaluation, conducting a baseline means that time and other resources for designing evaluation tools are minimized or even eliminated altogether and there is a real opportunity to detect along the way if the project is performing or not (Krzysztof et al, 2011). Nyonje et al (2012) argue that, since M&E is integral for any donor to establish future project success, they always compel implementing organizations to carry out baseline studies to help compare realization of results as the project progresses. However, its unfortunately that the complement by donors is to some organizations the only reason for doing a baseline survey.

IFRC (2011) explains that, a good and well-functioning M&E system is a critical part of good programme or project management and accountability where a reliable M&E provides information necessary to support programme or project implementation by providing accurate, evidence based reporting which provides information to the management and helps in decision making to improve on the programme performance. Further, a good M&E contribute to knowledge sharing and organizational learning, through sharing of experiences and lessons learned which gains a full benefit of the action to be taken and how to do it. It also provides opportunities for stakeholders' feedback especially beneficiaries, to provide input into and perceptions of our work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs (IFRC, 2011).

Briceno (2010) explains that, a successful M&E system is measured by the utilization of the information it gives out. Mackay (2010) asserts that, though the information received from

M&E are not implicit valuable by themselves, there are significant to improving performance. Mackay (2010) opines that, M&E systems is a management tool for providing feedback on performance important for the governance and decision making of NGOS. CARE (2012) affirms that, M&E information is used for decision making, planning, accountability, and impact assessment. Wong (2012) explains further that, M&E results are the basis for accountability and informed decision making at both program and policy from the measurement of input, output, impact, and processes. Thus, Shapiro (2011) argues that, an effective M&E system, should be useful in providing information needed by the organization for day to day decisions, guidance information on strategy to key stakeholders, building accountability, capacity building, and empowerment of beneficiaries.

Mackay (2010) mentions that, when M&E systems have been developed, the organization environment has to encourage dissemination of the results once they are out. Governments and donor agencies have been faced with a major challenge of how information from M&E is intensively used. It upon the evaluators to be proactive not only in making the M&E findings and reports public, but also to ensure there is a clear and detailed implementation strategy for dissemination of the findings, and implementation of its recommendations. Gebremedhin, Getachew and Amha (2010) argue that in an M&E what matters a lot is not the data collected or the facts available, but how the data is used to make informed choices in planning and service delivery. Further, credibility of the findings and the interpretations is critical for them to be accepted for decision making, as findings must not only be consistent with their impressions but also the reference should be from sound evidence (Makay, 2010).

M&E framework and Organization Performance

Frameworks are key elements of M&E plans that depict the components of a project and the sequence of steps needed to achieve the desired outcomes. They help increase understanding of the program's goals and objectives, define the relationships between factors key to implementation, and delineate the internal and external elements that could affect its success. They are crucial for understanding and analyzing how a program is supposed to work. There is no one perfect framework and no single framework is appropriate for all situation (Frankel & Gage, 2007).

Martinez (2011) argue that, logical framework is one of the prevalent tools used a foundation of M&E however, they have limitation as they have no time or date references, they are also difficult in assigning indicators that are meaningful, they are also ineffective in verification, and they have been assumed to be static where the context is dynamic. An alternative is the 3D logframe which looks more holistic effective and efficient in addressing the challenges of timelines, participation, and resource usage.

M&E is a management function that is continuously used to assess if progress is made in achieving expected organizational results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects from an investment plan, program or project and its activities (UNDP, 2010). The processes of planning, M&E make up the Result-Based Management (RBM) approach, which is intended to aid decision making towards explicit goals (Burt, 2012). Planning helps to focus on results that matter, while M&E facilitates learning from past successes and challenges and those encountered during implementation. Some elements of an M&E system such as result Frameworks or log frames, organize organizational intended results, i.e. measurable development changes. Result Frameworks are informative for M&E plan development and must be consistent (Kimani, 2014). The M&E plan, which contains a description of the functions required to gather the relevant data on the set indicators and the required methods (Hancock, 2009).

The M&E plan is used to systematically organize the collection of specific data to be assessed, indicating roles and responsibilities of project stakeholders (Hancock, 2009). It ensures that relevant progress and performance information is collected processed and analyzed on a regular basis to allow for real-time, evidence-based decision-making; the various processes and methods for monitoring (such as regular input and output data gathering and review, participatory monitoring, process monitoring) and for evaluation (including impact evaluation and thematic, surveys, economic analysis of efficiency; and the Management Information System, which is an organized repository of data to assist managing key numeric information related to the project/plan and the analysis (Kimani, 2014).

Research Methodology

The study used a mix of an ex-post facto design and survey. In this study the target population (208) consists of all programmes staff in Trocaire Somalia, including senior and mid-level staff. Frontline workers were also be sampled to gather information from junior level staff, who are the key people in service delivery. The study was conducted both in Gedo, where 80% of staff are located, and the Regional Office in Nairobi. The sample for this study was obtained using Yamane (1967) formula. Therefore, the sample size was 103 respondents. Purposive sampling was used especially when dealing with programme staff as they are of different position responsibilities so where it matters a lot on getting the information from those who are responsible, the purpose sampling was applicable.

Data for the study was collected through administering questionnaires. A pilot study was conducted before the main study. According to Kothari (2011) at least 10% of the sample size should be used for the pilot study. This study used at least 11 respondents for the pilot study. Cronbach alpha coefficient was used to check on reliability of the instrument.

Descriptive statistics such as mean, standard deviation and frequency distribution were used to analyze the data. This included the percentages; line charts bar charts and pie charts tabulations. Inferential statistics was computed with the help of the SPSS (24) to arrive at conclusions based on the surveyed data collected. All qualitative data gathered during the study was analyzed through content analysis and presented descriptively. The results of the study were presented in tables, graphs and pie charts.

The study tested the significance level of each independent variable against the dependent variable at 95% confidence level using ANOVA, Correlation and regression techniques. A 95% confidence interval reflects a significance level of 0.05. This regression model was used to test the relationship between NGOs performance as a linear function of the independent variables.

Research Findings

The researcher distributed 103 questionnaires to the respondents during data collection process and 92 were fully filled and returned to the researcher thus making a response rate of 89.3%. Kothari (2012) argues that a response rate which is more than 50% is considered adequate while excellent response rate is usually above 70%. This implies that the response rate in this research is good for making conclusions as well as recommendations.

Data Dissemination and Use

The first specific objective of the study was to investigate the influence of Data Dissemination and Use on the performance of NGOs. The participants were requested to indicate their level of agreement on various aspects of Data dissemination and use and the

performance of NGOs. A five point Likert scale was used Whereby 1 represent strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. The results were as shown Table 1.

From the results, the respondents strongly agreed that Data obtained from M&E is an important element in planning. This is shown by a mean of 4.587 (std. dv = 0.495). Further, with a mean of 4.304(std. dv = 0.624), the respondents agreed that data obtained from M&E is used by the management to make strategic decision in relation to performance. In addition, the participants agreed that there are guidelines to support the analysis, presentation and use of data i.e. graphs etc. This is shown by a mean of 4.282 (std. dv = 0.716).

With a mean of 4.239 (std. dv = 0.816), the participants agree that the organization conducts baseline surveys before undertaking any project. In addition, the respondents agreed that M&E data provides the organization with lesson learned. This is shown by a mean of 4.152 (std. dv = 0.811). Further, as shown by a mean of 4.1739 (std. dv = 0.944), the respondents agreed that the organization has baseline data that it uses to conduct M&E.

From the results, the respondents strongly agreed that information concerning the performance is regularly sent to variety of stakeholders a part from the data providers. This is shown by a mean of 3.934 (std. dv = 0.822). Further, with a mean of 3.652 (std. dv = 0.919), the respondents agreed that information is regularly disseminated to the data providers. Nevertheless, the participants disagreed with the statement indicating that data obtained from M&E is reviewed frequently. This is shown by a mean of 2.456 (std. dv = 0.217).

Table 1: Data Dissemination and Use

	Mean	Std. Deviation
Data obtained from M&E is reviewed frequently	2.456	0.217
M&E data provides the organization with lesson learned.	4.152	0.811
Information is regularly disseminated to the data providers.	3.652	0.919
Information concerning the performance is regularly sent to variety of stakeholders a part from the data providers.	3.934	0.822
There are guidelines to support the analysis, presentation and use of data i.e. graphs etc	4.282	0.716
Data obtained from M&E is used by the management to make strategic decision in relation to performance	4.304	0.624
Data obtained from M&E is an important element in planning.	4.587	0.495
The organization conducts baseline surveys before undertaking any project	4.239	0.816
The organization has baseline data that it uses to conduct M&E.	4.1739	0.944

The respondents were requested to indicate in their own views how else data dissemination and use influence the organization performance. From the results, the participants indicated that a key merit of data dissemination is to enhance research through collaboration. However, data dissemination is faced with a lot of contains with the main being lack of widely data sharing approaches. Further, data management demands time, funds and skilled personnel.

In addition, the respondents revealed that, M&E information is used for decision making, planning, accountability, and impact assessment. Further, they explained further that, M&E results are the basis for accountability and informed decision making at both program and policy from the measurement of input, output, impact, and processes. The respondents also argued that, an effective M&E system, should be useful in providing information needed by

the organization for day to day decisions, guidance information on strategy to key stakeholders, building accountability, capacity building, and empowerment of beneficiaries.

Monitoring and Evaluation frameworks

The second specific objective of the study was to assess effects of monitoring and evaluation frameworks on the performance of NGOs. The participants were requested to indicate their level of agreement on various aspects of monitoring and evaluation frameworks on the performance of NGOs. The results were as shown Table 2.

From the results, the respondents agreed that there is a proper technique on forecasting project activities. This is shown by a mean of 4.021 (std. dv = 0.157). Further, with a mean of 3.978 (std. dv = 0.037), the respondents agreed that participatory monitoring and approach is used to determine performance. In addition, the participants agreed tools are well assessed if they are applicable in organization activities. This is shown by a mean of 3.891 (std. dv = 0.313). With a mean of 3.500 (std. dv = 0.551), the participants agree that variances are conducted on performance, schedule and cost of project activities.

Table 2: Monitoring and Evaluation frameworks

	Mean	Std. Deviation
There is a proper technique on forecasting project activities	4.021	0.157
Variances are conducted on performance, schedule and cost of project activities	3.500	0.551
Participatory monitoring and approach is used to determine performance	3.978	0.037
tools are well assessed if they are applicable in organization activities	3.891	0.313

Performance of NGO (Trocaire)

Performance of Trocaire Somalia measured through customer satisfaction, organizational learning outcome or impact and stakeholders' satisfaction. The respondents were requested to rate various aspects of performance. The results were as shown in Table 3

From the results, the respondents agreed that M&E information helps improve the activities of projects and the performance. This is shown by a mean of 4.469 (std. dv = 0.674). Further, with a mean of 4.378 (std. dv = 0.502), the respondents agreed that they have received minimal complaints from customers regarding the project or programme. In addition, the participants agreed that M&E systems meet the information needs of the organization. This is shown by a mean of 4.173 (std. dv = 0.639).

With a mean of 4.173 (std. dv = 0.704), the participants agree that M&E system has ensured satisfaction of stakeholders thorough constant checking of progress. In addition, the respondents agreed that M&E system has helped to ensure the objectives of the project/programme are met. This is shown by a mean of 4.087 (std. dv = 0.689). Further, as shown by a mean of 4.000 (std. dv = 0.695), the respondents agreed that stakeholders believe M&E system is effective to yield reliable information to improve on the programme/project.

From the results, the respondents agreed that the use of M&E has helped the organization run the programme/project under minimal cost. This is shown by a mean of 3.978 (std. dv = 0.770). Further, with a mean of 2.695 (std. dv = 0.145), the respondents were neutral on the statement indicating that stakeholders are satisfied with efficiency of the M&E system.

Table 3: Performance of NGO (Trocaire)

	Mean	Std. Deviation
M&E information helps improve the activities of projects and the performance.	4.469	0.674
M&E systems meet the information needs of the organization.	4.173	0.639
M&E system has ensured satisfaction of stakeholders thorough constant checking of progress.	4.173	0.704
M&E system has helped to ensure the objectives of the project/programme are met	4.087	0.689
We have received minimal complaints from customers regarding the project or programme.	4.378	0.502
Stakeholders are satisfied with efficiency of the M&E system	2.695	0.145
Stakeholders believe M&E system is effective to yield reliable information to improve on the programme/project.	4.000	0.695
The use of M&E has helped the organization run the programme/project under minimal cost.	3.978	0.770

Inferential Statistics

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (the performance of NGOs) relates with the independent variables (data dissemination and use, M&E frameworks, M&E human capacity and M&E design). The findings were as depicted in Table 4.6. As illustrated in Table 4, there is a positive and significant association between data dissemination and use and organization performance ($r=0.868$, p value $=0.000$). This association is significant since the p -value (0.000) was less than the significant level (0.05). The results are in line with the findings of Mutekheke *et al* (2018), who revealed that there is a positive and significant association between data dissemination and use and organization performance.

In addition, the study revealed that there is a positive and significant association between monitoring and evaluation frameworks and organization performance ($r=0.797$, p value $=0.000$). This association is significant since the p -value (0.000) was less than the significant level (0.05). The results concur with the findings of Burt, (2012) who found that monitoring and evaluation frameworks have a positive relationship with organization performance.

Further, the study found that there is a positive and significant association between monitoring and evaluation human capacity and organization performance ($r=0.745$, p value $=0.000$). This association is significant since the p -value (0.000) was less than the significant level (0.05). The results concur with the findings of Gorgens and Kusek, (2010) who revealed that there is a positive and significant association between monitoring and evaluation human capacity and organization performance.

The study also found that there is a positive and significant association between monitoring and evaluation design and organization performance ($r=0.859$, p value $=0.000$). This association is significant since the p -value (0.000) was less than the significant level (0.05). The results concur with the findings of Nyonje *et al* (2012) who revealed that there is a positive and significant association between monitoring and evaluation design and organization performance.

Table 4: Correlations Coefficients

		Performa nce	Data Dissemination and Use	M&E framework
Performance of NGO	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	92		
Data Dissemination and Use	Pearson Correlation	.868**	1	
	Sig. (2-tailed)	.000		
	N	92	92	
M&E framework	Pearson Correlation	.797**	.156	1
	Sig. (2-tailed)	.000	.089	
	N	92	92	92

Regression Analysis

This research used multivariate regression analysis to determine the association between the independent variables (data dissemination and use, M&E frameworks, M&E human capacity and M&E design) and the dependent variable (the performance of NGOs).

The multivariate regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where; Y = is the dependent variable (the performance of NGOs), β_0 = Constant Term; β_1 - β_2 = regression coefficients; X_1 = Data dissemination and use; X_2 = M&E frameworks; and ε = error term.

The research used R-squared to show the variation in dependent variable (the performance of NGOs) that could be explained by the independent variables (data dissemination and use, M&E frameworks, M&E human capacity and M&E design). The R squared was 0.893 and this implied that 89.3% of the dependent variable (the performance of NGOs) could be explained by independent variables (data dissemination and use, M&E frameworks, M&E human capacity and M&E design).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.895	.12812

The research used analysis of variance to determine if the model was good fit for the data. As depicted in table 6, the F calculated was 604.549 which is higher than the F critical value 2.7318. Besides, the p value was 0.000 which is less than the significant level of 0.05. This implies that the model was a good fit for the data hence can be used to show the impact of independent variables (data dissemination and use, M&E frameworks, M&E human capacity and M&E design) on the dependent variable (the performance of NGOs).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.694	4	9.924	604.549	.000 ^b
1 Residual	1.428	87	.016		
Total	41.122	91			

a. Dependent Variable: Performance of NGO

b. Predictors: (Constant), M&E Design, M&E framework , A. Data Dissemination and Use, M&E Human Capacity

The regression equation was;

$$Y = 0.264 + 0.325X_1 + 0.299X_2$$

The results revealed that data dissemination and use has a positive and significant influence on organization performance ($\beta_1=0.325$, p value= 0.000). The p-value (0.000) was less than the significant level 0.05 hence making the relationship significant. This implies that a unit increase in data dissemination and use leads to 0.325 increase in organization performance. These findings concur with the findings of Mutekheke *et al* (2018), who revealed that data dissemination and use influences organization performance.

In addition, the results revealed that monitoring and evaluation framework has a positive and significant influence on organization performance ($\beta_1=0.299$, p value= 0.016). The p-value (0.016) was less than the significant level 0.05 hence making the relationship significant. This implies that a unit increase in monitoring and evaluation framework lead to 0.299 increase in organization performance. These findings concur with the findings of Burt, (2012) who revealed that monitoring and evaluation framework influences organization performance.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.264	0.041		6.195	.000
1 Data Dissemination and Use	0.325	0.055	0.314	5.727	.000
M&E framework	0.299	0.058	0.287	4.983	.016

a. Dependent Variable: Performance of NGO

Conclusions

The study concludes that data dissemination and use has a positive and significant influence on organization performance. Findings revealed that frequency data review and learnings use of learnings in strategic decision making and use of data in review and planning of project influence organization performance. This implies that improvement in data dissemination and use (frequency data review and learnings use of learnings in strategic decision making and use of data in review and planning of project) leads to improvement in organization performance.

Further, the study concludes that monitoring and evaluation frameworks have a positive and significant influence on organization performance. Findings revealed that use of change framework, use of results framework and use of logical frameworks influence organization performance. This implies that improvement in monitoring and evaluation frameworks (use of change framework, use of results framework and use of logical frameworks) leads to improvement in organization performance.

Recommendations

The study findings revealed that data obtained from M&E is not reviewed frequently. This study therefore recommends that the top management at Trocaire Somalia should ensure frequent review of the monitoring and evaluation data so as to be in a position to implement the necessary changes so as to ensure minimization of cost and maximization of resource utilization.

The study found that the organization does not ensure frequent training of the organization staff. This study therefore recommends that the top management at Trocaire Somalia should adopt and implement employee training programmes so as to ensure adequate filling of the skill gaps in monitoring and evaluation staff

Recommendation for Further Studies

The study found that 89.3% of performance of Trocaire Somalia could be explained by data dissemination and use, M&E frameworks, M&E human capacity and M&E design. As such, further studies should be conducted to assess other factors that influence the performance of Trocaire Somalia.

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