

INFLUENCE OF PROJECT PLANNING ON NGO'S PROJECTS PERFORMANCE IN KENYA

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Abstract: *The growing demand for organizations to improve project outcome has increased the uptake of Monitoring and Evaluation. The Role of Monitoring and Evaluation (M&E) have enabled the governments, private sector as well as non-governmental organizations to improve service delivery, however, with limited uptake. The purpose of this study was to establish the role of monitoring and evaluation on performance of non-governmental organizations projects in Meru County. Specifically, the study examined the role of M & E project planning in project performance.*

Methodology: *A descriptive survey research design was adopted; target population of the study was 147 registered NGO's in Meru County. Simple random sampling was used to select the sample population, and the sample size was 60 NGO's within Meru County. Random sampling was used to select 2 representatives from the 60 NGOs thus a sample size of 112 respondents drawn from the target population. Questionnaires were used for data collection.*

Significance: *This study will mainly help the NGO's staff, donor agencies and project managers in a better understanding of the M & E systems and how to improve them to meet the expectations of the stakeholders, as well as provide valuable information for future interventions.*

Findings: *From the multiple regression coefficients findings, it is clear that project planning has a statistically significant positive effect on performance ($\beta = 0.254$; $t = 4.423 \geq 1.96$; $p = 0.000 \leq 0.05$) of NGOs project in Meru County, Kenya. Thus the null hypothesis H_0 : Project planning has no significant effect on performance of NGOs project in Meru County, is rejected and the study adopts the alternative one H_1 stating that project planning had a statistically significant positive effect on performance of NGOs project in Meru County, Kenya.*

Keywords: *Monitoring and Evaluation Approaches, Project Planning, Project Performance*

I. INTRODUCTION

This paper is arranged in four sections. Part I covers the introduction of the study which discusses M&E in Kenya, problem being addressed, research objectives and hypothesis. The study scope and research methodology is discussed in part II. Part III shows the study findings while a summary is in part IV.

Kenyan Perspective of Monitoring and Evaluation

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring in the National Development Programme as a collective effort by the Government, Private Sector, and Civil Societies, Republic of Kenya implementation of monitoring and evaluation (2005). This proposed monitoring and evaluation framework has not been fully operational to track projects performance of development projects had not gone unnoticed in Kenya with the context in which the National Integrated Monitoring System (NIMES) was established in 2003/2004 and adjusted in 2007/2008 when Kenya's Vision 2030 and its five-year Medium Term Plan replaced Economic Recovery Strategy.

Monitoring and evaluation, therefore, is a practice that is useful and relevant for the actors in the development world (Asare, 2010). However, many mainstream Monitoring practices tend to be isolated and disconnected from management and decision-making. Many programs and projects are driven by pre-set targets and actions, such that is an additional burden on application teams, and their monitoring practice is limited to the fulfillment of reporting requirements of governments (Steff Deprez, 2008).

Ochieng, Paul, Ruth, and Kuto (2012) analyzed the effectiveness of monitoring and evaluation of Constituency Development Fund (CDF) projects in Kenya, A case of Ainamoi constituency. The objective of the study was to look at the effectiveness of monitoring and evaluation process on CDF projects in Ainamoi constituency, Kenya. Karanja (2014) investigated the influence of management practices on the sustainability of projects in Kangema District (Kenya). The objective of the study was to assess the impact of management practices on sustainability of the projects in Kangema District, Murang'a County, Kenya. It focused on Training, Monitoring & Evaluation, Leadership and financial management aspects of project sustainability.

However, one shortcoming of monitoring practices is that there are no set standards for measuring its quality (Chaplowe, 2008). It is, therefore, subjective and relies on the rule of thumb. Although monitoring used mainly for checking projects impact as well as establish whether it meets its goals and objectives, they are also a mandatory requirement for government-sponsored projects where governments use them to determine efficient use of their funds by organizations. The ability to measure and demonstrate outcomes and impacts relies on the use of indicators that are reliable data, and on the capacity to systematically collect and analyze that information.

Kimweli (2013) analyzed the role of monitoring practices in the success of donor-funded food security intervention projects in Kenya. The purpose of the study was to find out the role of monitoring and evaluation practices to the success of donor-funded food security intervention projects. The study targeted residents of Kibwezi district who have benefited from donor-funded food security projects. The study utilized a case study design because it was considered a robust research method particularly when a holistic and in-depth investigation is required.

Andove and Mike (2015) assessed how monitoring affects the outcome of constituency development fund projects in Kenya. The study aimed to establish whether the project monitoring and control efforts of the contractors and project supervisors contribute to an improved project outcome. Jackson, Joseph, and Ben (2015) analyzed factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Kenya. The objective of the study was to establish the elements affecting monitoring and evaluation on the projects concerning technical capacity, political influence, stakeholders' participation, and a budgetary allocation of Constituency Development Fund (CDF) projects in Kenya. Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main

stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (Mbeche *et al.*, 2009).

Project Planning

Project planning is considered by many researchers as one of the components of project delivery process and uses project performance as the basis for evaluating its effectiveness. Project planning is identified as one of the key tools that stakeholders use to ensure that projects are successful (Naoum, Fong & Walker, 2004; Ling & Chan, 2002; Thomas, Macken, Chung & Kim, 2002; Naoum 1991). In separate studies Faniran, Love and Smith (2000) described project planning as the systematic arrangement of project resources in the best way to achieve project objectives. According to Faniran *et al.* (2000), project success is measured regarding the achievement of project objectives. Naoum *et al.* (2004) state that project planning is the process of determining appropriate strategies for the performance of predefined project objectives and it classified into preconstruction and construction planning.

Preconstruction planning is also referred to as pre-contract planning which is the planning done during the conception, design and tendering stages of a project. Construction planning, on the other hand, refers to contract planning which describes the planning done during the construction of a project (Faniran *et al.*, 1998). There are three levels of project planning, namely: the end-user level of planning where planning focuses mainly on the functional characteristics of the project and the end-product, the second level is the technical level that focuses on the technical specifications of the project deliverables that are needed to support the functional requirements, and the final level is the project management level which focuses on planning the activities and processes that need to be carried out to ensure that the technical work proceed effectively (Dvir, Raz & Shenhar, 2003). These three levels of planning can also be referred to as project conception planning, project design planning, and contract planning.

From the review above, it can be understood that different forms of planning are carried out in each of the five stages namely: conception, design, tendering, construction and closeout (Dvir *et al.*, 2003). It is further pointed out by Dvir *et al.* (2003) that in project planning, project objectives are the focal point of every effort and activity and they are essential in planning because project plans are derived from them. Project objectives in project planning are first defined; then the strategies to achieve them are formulated and presented as project plans and these are used in evaluating the achievement of the objectives (Dvir *et al.*, 2003). Project planning can, therefore, be regarded as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets, and deadlines to achieve the objectives and the techniques of communicating them to project stakeholders.

The process of project planning requires that clients' expectations and available resources are defined first, matched to set project objectives so that available options are identified and evaluated, and the most appropriate frameworks, strategies, and tactics to achieve the objectives are selected (Puthamont & Charoenngam, 2004). The final planning process is communicating the objectives and the frameworks, methods, strategies, targets/deadlines to achieve them to people, parties and organizations concerned with their implementation, monitoring, and control. The end products of project planning are numerous project plans that represent defined strategies to achieve defined project objectives (Puthamont & Charoenngam, 2004).

Non-Governmental Organizations

The existence of NGOs can be traced from the colonial times, where they mainly focused on welfare; however, this later changed to accommodate political actions and advocacy (Kameri- Mbote, 2000). Before the passing of the NGOs Co-ordination Act in 1990, which made provision for the registration and co-ordination of NGOs in Kenya (NGOs Co-ordination Act no. 19 of 1990), the NGOs did not have any institutional and legislative framework to govern them (Kameri-Mbote,2000). An NGO, according to the non-governmental organization's bill NGOs is therefore created to enhance government efforts in developmental issues and supplement service delivery with funds received from multilateral organizations (donors).

NGO Board Executive Director, Amb. Petiole Nkuraiyia, in his speech during the launch of the automated M & E system for NGOs (2012) stated that the government appreciated the role played by NGOs as a developmental partner. He also added that NGOs are contributing to the national development by more than Kshs100 billion annually in addition to employing more than 100,000 people (Chesos,2010). The NGOs are coordinated and regulated by the NGOs Coordination Board established by an Act of Parliament in1990. They also operate under the National Council of NGOs, also known as the NGO Council, established in August 1993 under the Non-governmental Organizations Co-ordination Act,1990, as a forum for all voluntary agencies.

According to the national survey of NGOs report (2009), which was conducted to validate the existing data of NGOs that were registered with the NGO Board and are operational, done through the administering of a questionnaire to various organizations, out of the 5,929 NGOs previously registered with the NGO Board only 2,029 NGOs were traced. This was attributed to 1) the NGOs had ceased operations without informing the NGO Board; 2) the NGOs had filed wrong information and 3) the NGOs were inactive. Of the 2,029 NGOs traced, 308 (20%) were operating in Meru county. 8% of all national NGOs and 12% of all international NGOs countrywide were operating in Meru county. On the other hand the Board Executive Director, Amb. Peter O. Ole Nkuraiyia, states that there are more than 6,000 NGOs registered countrywide (Chesos, 2010).

The survey also indicated that 73% of the NGOs interviewed had implemented at least a project by 31st December 2006. Most of the projects done by the NGOs, as at December 2006, were in the fields of education and HIV/Aids (13%). The NGOs, in Kenya, are under transformation to PBOs through the new Public Benefits Organizations Act, that was enacted in January 2013 but yet to be gazetted by the new Cabinet Secretary in the Ministry of Devolution and Planning, which will see local and international NGOs registering and was Public Benefit Organizations (PBOs). The new Act is meant to transform the old Act (The Non-Governmental Coordination Act) to conform to the Constitution of Kenya (Shiundu, 2013).

The Jubilee Coalition (government), in its manifestos, also intends to introduce a Charities Act that will regulate the political campaigning by NGOs. The Act is also meant to establish transparency in the funding of NGOs and individual projects (W.Oloo, personal communication, June 5, 2013). According to the Public Benefits Organizations Acts, 2013Part1, section5: 'a Public Benefit Organization is a voluntary membership or non- membership grouping of individuals or organizations, which is autonomous, non- organization, Partisan, non-profit making and which is organized and operated locally, nationally or internationally; engages in public benefit activities in any of the are asset out in the Sixth Schedule; and is registered as such by the Authority'. The new law also states that the Public Benefits Organizations Authority will take over the roles and powers of the NGO Coordination Board and the Federation of Public Benefits Organizations taking over the part of the National Council of NGOs. (W. Oloo, personal communication, June 5, 2013).

The Public Benefits Organizations Act, 2013 also states that the PBOs will operate in any, but not limited to, the following areas: 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; and youth.

Project Performance

Monitoring is defined as the routine continuous tracking of the critical elements of project performance that is: inputs (resources, equipment, etc.) activities and outputs, through recordkeeping and regular reporting (McCoy, Ngari & Krumpke, 2005). It is also the tracking the planned performance against the actual performance, to able to report on how the project is progressing and if there is a need for corrective action and to facilitate decision making by the project manager during the performance (McCoy et al., 2005). Evaluation on the other hand is the episodic (not continuous as the case with monitoring usually midterm and at end of the project) assessment of an ongoing or completed project to determine its actual impact against the planned effects (strategic goal or objectives for which it was implemented) efficiency, sustainability, effectiveness (McCoy et al., 2005).

Evaluations are systematic and independent, and they are an assessment of an ongoing or completed project including its design, performance, and results. Evaluations also assess the relevance, efficiency of performance, effectiveness, impact, and sustainability of the project (Uitto, 2004). The purpose of monitoring is to ensure that performance is moving according to plans and if not the project manager takes corrective action, it is the control function of project management (Crawford & Bryce, 2003; Gyorkos, 2003). Monitoring enhances project management decision making during the performance hence increasing the chances of good project performance. Monitoring also aids early identification of problems before they get out of hand since it is continuous (Gyorkos, 2003).

According to Crawford and Bryce (2003), monitoring and evaluation facilitate transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the broader community in which the project is implemented. Monitoring, however, tracks and documents resource use throughout the performance of the project. This enhances accountability in that it facilitates the demonstration of the resource use throughout the performance of the project. Monitoring also facilitates evaluation of the project meaning that in a well-designed monitoring and evaluation system, monitoring contributes significantly towards evaluation. Information from monitoring feeds into the evaluation process (Uitto, 2004; Crawford & Bryce, 2003).

Shapiro (2004) emphasizes the fact that evaluation compares the project impact with what was set to be achieved in the project plan and further argues that evaluation examines project performance, i.e., how the project impacts were obtained and what went wrong or right for the benefit of the organization all earning. Shapiro (2004) further states that the emphasis of this approach to evaluation is on the impact of the project on the performance. It does not recognize the midterm evaluations that tend to look at the continued relevance and sustainability of the project and the implications that the project has had even before completion. The PMI (2004) also asserts that evaluations occur at the end of the project during the lifecycle, where it assesses how the project performed and capture any lessons from it. Monitoring information is beneficial in determining

how the project progressed regarding schedule, cost and any hindering problems encountered during performance.

As highlighted earlier when assessing how the project progressed during evaluation, information from monitoring is very relevant and useful hence there should be safekeeping of monitoring data (Shapiro, 2004). Yang et al., (2011) carried out an analysis that suggested that increases in levels of leadership may enhance relationships among team members. The study also indicated that teamwork had a statistically significant influence on project performance. Yang et al., (2009) analyzed the various factors which are critical to the success of a project most which were centered around managing stakeholders, Assessing attributes (power, urgency, and proximity) of stakeholders, Compromising conflicts among stakeholders effectively, Formulating a clear statement of project missions, Predicting stakeholders' reactions for implementing the strategies, Analyzing the change of stakeholders' influence & relationships during the project process.

Research also shows that some of the best project management performance practices include: Managing Communications, Managing Stakeholders, Motivating, and Knowledge Transfer. Planning, testing and monitoring the progress of the project work are some of the key processes used to manage the project work (Georgieva & Allan, 2008). Under normal circumstances, the project managers implement any project as guided by government rules and regulations, organizations requirements, stakeholder's preferences and client location. It is vital that management confirms the completion of promised deliverables. Performance during monitoring is compared against the original plans created during the first days of a project and measurements must be against revised and relevant baseline plans (Attarzadeh & Ow, 2008).

It is the role of management to facilitate monitoring and evaluation of the projects. Management's competence, commitment to the project, communication and cooperation with the project teams has a significant contribution towards the success of a construction project. These factors were found to be of significance in as assessed in Malaysian construction industry (Yong & Mustaffa, 2012). Management commitment is a crucial aspect when it comes to the implementation of monitoring and evaluation since they are key decision makers in an organization (Magondu, 2013). Atencio (2012) suggested that charismatic leadership and people-oriented/relations-oriented leadership have negative connotations associated with them. Charismatic leaders are viewed as not having follow-through. People-oriented/relations-oriented leadership is considered to be biased and ineffective do to the subjectivity of the decisions made, and actions are taken that are heavily influenced by favorable relationships. This implies that the leadership style adopted by the management affects the performance of project teams.

Statement of the Problem

In the developing countries, Kenya included, NGOs are faced with several challenges in addition to the inability to resourcefully respond to changing needs. The Kenya social protection sector review (2012), states that the monitoring and evaluation of social programmes in Kenya are weak, and where it is done the information is not made public. The study by Koffi-Tessio (2002) also shows that M & E systems are not meeting their obligatory requirements as a decision-making tool; instead, their activities are viewed as controlled by bureaucratic management. M & E is also considered as a donor and not a management requirement (Shapiro, 2011). On international scenes, the global economy recorded a growth of 5.1% in 2006 compared to 4.5% (World Bank, 2003).

According to Chesos (2010) and Mamer (2010), most organizations lack effective monitoring and evaluation systems due to misuse of resources, poor planning, conflict of interest and poor communication in meeting

obligatory requirements; hence failing to deliver results that don't match stakeholders needs despite monitoring and evaluation systems being in place. However, none of the studies has addressed specific link on the role of monitoring and evaluation systems on NGO'S projects performance from Kenya's perspective. This depicts a need to bridge the knowledge and practices gap in monitoring and evaluation in the Kenyan context. It is with this in mind that the study seeks to establish the influence of project planning on NGO's projects performance.

Research Objectives

The general objective of the research was to examine the influence of Monitoring and Evaluation systems in Non-Governmental Organizations Projects performance in Kenya with a specific objective of the influence of project planning on NGO's projects performance in Meru County.

Effect of Project Planning on Performance of NGO Projects in Kenya

Research Hypothesis

The study tested the null hypothesis:

H₀₁: Project planning has no significant effect on performance of NGOs project in Meru County.

II. RESEARCH METHODOLOGY

This section describes the scope of study, research design, target population, sample and sampling techniques, data collection instruments, data collection procedure, data processing, data analysis and data presentation.

The study was conducted within Meru County on its both international and local NGOs working within the county. The choice of the study scope was due to the fact that the NGOs within Meru county played a significant role in the development of the county through provision of public services and have become an active entity in promoting growth through meeting both economical political, legal and social goals despite of the organizations monitoring and evaluation challenges like lax oversight and fiduciary control procedures in their practices in the following roles of legal aid; agriculture; children; culture; disability; energy; education; environment and conservation generally; gender; governance; poverty eradication; health; housing and settlement; human rights; HIV/AIDS.

A descriptive survey research design was adopted; target population of the study was 147 registered NGO's in Meru County. Simple random sampling was used to select the sample population, and the sample size was 60 NGO's within Meru County. Random sampling was used to select 2 representatives from the 60 NGOs thus a sample size of 112 respondents drawn from the target population. Questionnaires were used for data collection. A pilot study was done to ensure the reliability of the instruments. Data was cleaned after getting the questionnaires from the field. Data was merged and tabulated on tabulation sheets on SPSS . Data was compared to establish any existing relationships or meaningful facts.

III. RESEARCH FINDINGS AND DISCUSSION

Validity Test

Validity was obtained by conducting extensive literature survey on the research problem and strengthened by developing the survey questionnaire based on validated scales. The researcher shared the draft survey questionnaire by issuing the questionnaire to an evaluation expert team in project management field to judge

and give their sentiments concerning the questionnaire. Results revealed that the draft questionnaire covered and measured the concepts it purported to measure.

Reliability Test

The dependability of the devices enables uniformity in varied measurement. Internal consistency reliability, as defined by Kothari (2014), is a measure of dependability used in assessing the capabilities of an analytic tool. According to Kothari, in order to achieve clarity of the questions and determine if the questions would measure the intended variables, a pilot research was done targeting 10% of the respondents who did not participate in the main study (Kothari, 2014). The pilot research addressed 12 respondents, representing 10% of the total sampled. The primary goal of a pilot test is to evaluate the reliability and validity of study instruments (Kombo & Tromp, 2009). With the help of SPSS software, the Cronbach Alpha coefficient was used to test internal consistency reliability for variable constructs. A Cronbach Alpha value of 0.70 or above is deemed adequate (Kombo & Tromp, 2009). In this investigation, the Cronbach's alpha was 0.8738, which was determined to be within acceptable limits of internal consistency. The Cronbach alpha score was more than 0.7, suggesting that the instrument's dependability was appropriate for further investigation.

Table 1: Summary of Cronbach Alpha Coefficients for the Variables

Constructs	No. of Items	Content Validity Index	Congruency Percentage	Decision
project planning, (X ₁)	5	0.840	84.00%	Valid
Projects performance, (Y)	5	0.853	85.30%	

Descriptive Analysis

The researcher used descriptive statistics to define a distribution of measurement scores using indices or statistics in the study. The study's findings were presented in percentages. The study collected views on the influence of monitoring and evaluation on the success of non-governmental organization projects in Meru County, Kenya, using a five-point likert scale. The statements were provided, and respondents were asked to indicate whether they strongly agreed, agreed, not sure, disagreed, or strongly disagreed with them. The responses were as follows:

Table 2: Project planning and NGO's projects performance

Respondents sentiments	Mean	Std. Deviation
Project planning helps in resource mobilization.	3.8623	.88544
Goals and project objectives are developed and clarified at the planning stage.	3.2402	1.03119
Planning helps in realizing if the project is possible or not.	2.8897	1.13726
Project team are motivated at the planning stage in order to achieve project goals.	3.0923	1.02094
Resources and responsibilities are assigned at project planning stage.	3.2228	1.12268
Overall	3.2615	1.02993

The researcher sought to identify the effect of project planning on the performance of NGO's projects Meru County, Kenya. The study findings indicated that respondents strongly agreed that Project planning helps in resource mobilization with (M=3.8623; SD=0.88544). Further, respondents gave a neutral response to the statement goals and project objectives are developed and clarified at the planning stage with (M=3.2402; SD=1.03119). When asked if project planning helps in realizing project goals, respondents gave a neutral sentiment with (M=2.8897; SD=1.13726) They further stated that they were not sure motivation at the planning stage helps the managers achieve the project goal with (M=3.0430; SD=1.03119). Lastly the analysis further showed that the respondents gave a neutral feedback on the statement that resources and responsibilities are assigned at project planning stage with (M=3.2228; SD=1.02993) .The mean was 3.2617 with standard deviation of 1.02993. This implied that majority of the respondents gave a neutral feedback regarding Project planning and NGO's projects performance in Meru County.

The findings contradicted with studies by a number of scholars on the effect of project planning on the performance of projects.

According to Naoum, Fong & Walker, ((2004), Ling & Chan, (2002), Thomas, *et al.*, (2002) & Naoum (1991) project planning is one of the key tools that stakeholders use to ensure that projects are successful .Dev *et al.* (2003) further asserts that in project planning, project objectives are the focal point of every effort and activity and they are essential in planning because project plans are derived from them. However, while the study findings gave a neutral feedback, it was also evident that a number of respondents gave positive feedback regarding project planning and the performance of projects thus agreeing to the findings by Dev *et al.*, (2003), Naoum, Fong & Walker, ((2004), Ling & Chan, (2002), Thomas *et al.*, (2002) & Naoum (1991).

Correlation Analysis Results

The Pearson's product moment correlation analysis was performed to confirm or deny the relation between monitoring and evaluation and performance of non-governmental organizations projects in Meru County, Kenya. For this to be achieved, the relation between project planning and performance of NGO' projects in Meru County, Kenya was determined. Results showed that performance of NGO' projects in Meru County, Kenya had a statistically significant moderate positive linear relationship with project planning ($r = 0.725$, $p \leq 0.00$). Table 3 presents the Pearson's product moment correlation results.

Table 3: Pearson’s product moment correlation

		Project planning
Project planning	Pearson Correlation	1
	Sig. (2-tailed)	
	N	107
NGO’ projects performance	Pearson Correlation	.725**
	Sig. (2-tailed)	.000
	N	107

**Correlation is significant at the 0.01 level (2-tailed).

Multiple Regression Coefficients

According to the findings, multiple regression table 3 indicates that the tolerance value for project planning is 0.752 thus > 0.1, while the Variance Inflation Factor (VIF) value is 1.403 thus < 10. This implies that the assumption of absence of multicollinearity was not violated. From the multiple regression coefficients table, it is also clear that the multiple regression model obtained best predicted the performance of NGOs in Meru County, Kenya as a linear function. The equation therefore was:

$$Y = 1.562 + 0.153 X_1 \tag{1}$$

The multiple regression model suggests that all factors project planning are constant at zero, firm performance would be 1.562. Further, the model suggests that a unit increase in project planning would lead to 0.153 units increase in performance of NGOs project in Meru County, Kenya.

From the multiple regression coefficients table, it is also clear that project planning had a statistically significant positive effect on performance ($\beta = 0.254$; $t = 4.423 \geq 1.96$; $p = 0.000 \leq 0.05$) of NGOs project in Meru County, Kenya.

Table 4: Multiple Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.562	.138		11.427	.000		
Project Planning	.153	.034	.254	4.423	.000	.752	1.403

a. Dependent Variable: in performance of NGOs projects (Y)

Hypothesis Test Results

To test the research hypothesis, a standard multiple linear analysis was performed. The research hypothesis was tested at 5% level of significance, $\alpha = 0.05$, $t = 1.960$, and 95% confidence level. Therefore, the decision rule was to reject the null hypothesis, H_0 if the $P \leq 0.05$, and if otherwise fail to reject the null hypothesis, H_0 if the $P > 0.05$.

H_0 stated that project planning has no significant effect on performance of NGOs project in Meru County. However, the Multiple regression results showed that project planning had a statistically significant and positive effect on performance ($\beta = 0.254$; $t = 4.423 \geq 1.96$; $p = 0.000 \leq 0.05$) of NGOs project in Meru County, Kenya, hence the H_0 was rejected in favour of H_1 . Therefore, project planning has a significant effect on performance of NGOs project in Meru County, Kenya.

IV. SUMMARY AND CONCLUSION

The main objective of this study was to examine the influence of Monitoring and Evaluation systems in Non-Governmental Organizations Projects performance in Meru County, Kenya. Study hypothesis stated that project planning has no significant effect on performance of NGOs project in Meru County. While giving their sentiments descriptive statistics indicated a mean of 3.2615 and a standard deviation of 1.02993 implying that most of the respondents gave a neutral feedback regarding the influence of project planning on the performance of NGOs projects in Meru County, Kenya. However the inferential statistics gave a positive and significant relation between project planning and performance of NGOs projects in Meru County ,Kenya. From the multiple regression coefficients table, it was clear that project planning had a statistically significant positive effect on performance ($\beta = 0.254$; $t = 4.423 \geq 1.96$; $p = 0.000 \leq 0.05$) of NGOs project in Meru County, Kenya thus we reject the null hypothesis

H_0 : Project planning has no significant effect on performance of NGOs project in Meru County and adopts the alternative one H_1 stating that project planning had a statistically significant positive effect on performance of NGOs project in Meru County, Kenya.

From the findings the study concludes that monitoring and evaluation has a positive and significant influence on the performance of non-governmental organizations projects in Meru County, Kenya. This was evident from the both descriptive and inferential statistical data.

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