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Influence of Stakeholders' Participation on the Performance of M&E Systems among NGOs Functioning in Loima Sub-County, Turkana, Kenya

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Abstract:
To complete activities in any company setting effectively, monitoring and assessment systems are required. Despite having qualified personnel, a clear goal and vision, financial stability, and good governance processes, some local NGOs were having management issues or even risking closure. Recently, several initiatives have realized a greater need for monitoring and assessment. NGOs in developing nations, such as Kenya, face a variety of issues that have not yet been handled. This study was interested in ascertaining the influence of stakeholder involvement on the performance of monitoring and evaluation systems among NGOs operating in Turkana, Kenya's Loima Sub-County. The theory of change and open system theory served as the foundations of the research study. A descriptive study design with a survey approach involving questionnaire distribution was used. 97 participants were chosen at random from a pool of 129 people using the stratified random selection technique. Also, senior managers' interviews targeting 5 managers from the NGOs with over ten staff and a focus group discussion involving a participant from each of the 14 NGOs with the M&E staff provided more qualitative data. For validity, the study used the content validity index test whereby CVI of 0.7 and above indicated that the instrument items were valid. To assess the correctness and uniformity of the data, a Cronbach alpha test was performed; an accuracy of 0.7 indicated that the instruments used were adequate. All data-related operations, such as coding, sorting, tidying up, and editing, were carried out in order to perform statistical analysis using the SPSS program version 24. The study's findings demonstrated that the inclusion of stakeholders significantly increased the efficiency of M&E systems amongst NGOs operating in Loima (r=.685, p =.000). The research advises the management of the organization to set up safety precautions for M&E systems and to make sure they were strictly followed. To increase effectiveness, NGOs should think about including participants at every step of the project. The researcher recommends conducting additional research to determine the variables influencing the set-up of M&E Systems, even if it was not the main topic of this academic paper.

Keywords: *M&E, performance systems, stakeholders' participation*

1. Introduction

Studies show that a plan, no matter how thoroughly crafted, cannot be evaluated for effectiveness unless it is routinely reviewed throughout the duration of the project. Regardless of who engages in the strategy, the government, legislative bodies, the public, businesses, or non-profit organizations, there was increasing pressure on governments as a result of new concerns (Rist, 2019). When organizations establish and nurture a Monitoring and Evaluation (M&E) structure from a project's conception, having the ability to quantify and describe outcomes provides them a significant advantage. Additionally, it helped the organization stay relevant and accomplish its initial goals, giving it an edge over its competitors (Partnerships for Impact, 2022).

Crawford (2019) described the procedures for carrying out M&E operations successfully under typical circumstances in order to develop the best potential strategy or operating structure. To address the needs of the organizations supporting communities, NGOs were founded to gather and analyze data, with continuous initiatives required to perform admirably. According to Nyonge (2018), partners, donors, and advocates, all urged for a stronger emphasis on M&E during the decision-making stage. This was especially true when running programs that tracked and evaluated the work done with various NGOs in an effort to foster more information sharing and social transformation. In order to address and resolve these problems, charitable organizations (NGOs), advocacy groups, and social enterprises have all played a significant role. Most of the time, monitoring and evaluation (M&E) systems were frequently disregarded

even though they were absolutely necessary. This system was crucial for the evaluation, planning, and implementation of important programs (Partnerships for Impact, 2022).

Project managers in NGOs should take into account how organizational elements like individuals, interpersonal interactions, structures, and cultures affect the outcomes of their initiatives, according to Zidane, Hussein, and Gudmundsson (2016) in Spain. Collaboration, staff devotion, and integrity were included in these elements. Achieving balance and supervision over development projects in Africa has prevented resource waste brought on by dishonest management and corruption among these organizations. During a discussion about her achievements since gaining autonomy, Ghana listed among the benefits of a system involving monetary accountability, which has been scrutinised to develop sincere, accountable, and open M&E enhancement structures (Mackay, 2018).

Mmassy (2018) found that elements including stakeholder participation, data quality, and interpersonal abilities affect how effectively NGOs' M&E systems function in Arusha. Monitoring and evaluation improve the success of a project or program by creating obvious links between past, present, and predicted future activities and outcomes. This method assisted firms in acquiring useful information from previous and current operations that may be used as the foundation for program planning, reorganization, and advancement. It was challenging to determine whether advancement was being made, whether accomplishment was being attained, and how future endeavors might be enhanced with no monitoring and evaluation (Kanyangi & Okello, 2018).

Kenya has made great social advancements, particularly in the areas concerning health and education, even though more effort was still required to meet the Sustainable Development Goals (SDGs). According to the 2016 Social Development Echo report, Kenya's Social Development Expansion Index (SCEI) scored 0.919, indicating a moderate-to-low degree of equality between men and women in their awareness of social development. There was an excellent connection between growth and overall prosperity in Kenya despite the country's ongoing environmental problems, such as climatic change, diminishing natural resources, and the loss of biodiversity brought on by environmental causes. One of the affected counties was Turkana (UNDAF, 2018). Establishing an M&E system was essential for effectively collecting useful data at the appropriate moment. Both the collaboration and project tiers should carry out data collecting (ERA-LEARN, 2022).

World Vision, Child Fund Kenya, ADESO, Oxfam-GB, Save the Children, Agency for Pastoralist Development, Kenya Red Cross Society, Loima Women Association, Lobei Youth Organization, and Practical Action were a few of the NGOs that were active in Loima Sub-County, Turkana. HelpAge International focused mostly on providing housing and medical assistance to locals at the sub-county level. The Loima Professional Association, Loima Elders Association, the Kenya Commercial Bank, and Equity Bank Agents were some of the additional partners that provided similar services in the region.

1.1. Statement of the Problem

Regardless of the positive characteristics that local NGOs have demonstrated, such as qualified staff, distinct goals and a clear vision, secure finances, and solid governance systems, certain ones were dealing with administrative issues or even closing down. M&E has recently become a requirement for many initiatives. NGOs in developing nations, like Kenya, were confronting a number of issues that have not yet been resolved. According to Ba and Moulin (2021), ineffective development management techniques are a contributing factor to the barriers to development in Africa, even though resource scarcity, bad economic approaches, and insufficient security and decent governance are the main causes. A weak M&E system was the result of poor governance, weak leadership, and an insufficient institutional foundation. In Kenya, more than half of all charitable organization initiatives fail a year after the donors leave because they are not sustainable. For instance, the NGOs Coordination Board closed 956 non-profit organizations in 2015 as a result of poor financial management. According to Nyanje and Wanyoike (2016), neglecting important institutional factors may cause NGO projects to have subpar outcomes and low sustainability. For instance, resource allocation delays and poor management caused project overruns to affect 40% of NGO projects. Furthermore, due to a lack of viability, more than half of every NGO-led scheme collapses within a year of the sponsor ceasing to support them. Therefore, donor projects and programs must improve their Monitoring and Evaluation approach if they were to effectively address the challenges faced by NGOs. There were not enough skilled Monitoring and Evaluation (M&E) specialists in Kenya's non-profit organizations, especially those working in Loima Sub-County.

Given the lack of M&E professionals and appropriate systems within these NGOs, it was essential to establish strong M&E structures in order to carry out programs for development intended for foreign sponsors. There was an ongoing extensive search for competent staff in oversight and assessment to achieve the best results for NGOs operating within this region. Adopting beneficial remedies would mitigate the aforementioned shortcomings. Consequently, it was crucial to establish the fundamental requirements for M&E projects. These tactics would hasten the process, show accountability, and produce tangible results as required by funding bodies or the government. This might hasten the public delivery of community services. Ewoton, Muthaa, and Nyamache (2023) claimed that many NGOs have struggled financially to respond during disasters, limiting their capacity to recruit and retain the necessary staff to improve the delivery of humanitarian services. Therefore, solving organizational issues was essential for enhancing NGOs' effectiveness, and as such, the current study aimed to examine the influence of stakeholder participation on the performance of m&e systems among NGOs Functioning in Loima Sub-County, Turkana, Kenya.

2. Literature Review

2.1. Theoretical Review

2.1.1. Theory of Change

In 1954, Peter Drucker developed Change Theory with the goal of securing institutional change. The Theory of Change offers a comprehensive analysis and justification for why and how specific events ought to take place in a particular situation. It was particularly interested in the how and why anything was about to occur in a certain situation. External conditions encourage NGOs to use cooperative approaches, which was the reason why the theoretical hypotheses were created. This made it possible for it to achieve the objectives listed above (Clark & Taplin, 2018).

The study's objective was to modify and reform NGOs' M&E through employee training, management impact, the use of tools, methodologies, and involvement of stakeholders with the delivery of services for recipients in a transparent and accountable manner that effectively operated local citizens and were supported by initiatives that would be put into action. As a result, the Theory of Change was relevant to the study. This paradigm would be used to depict the comprehensive perspective of all the fundamental processes and pathways contributing to a deeper behavioral change or influence. It helped in planning and strategizing actions that were to help achieve the desired outcome or impact, as well as the logical sequencing of the processes.

The theory applies to the research, given that it promoted teamwork among NGOs to direct project managers toward feasible decision-making procedures. Management supported it by evaluating M&E systems through NGOs' governance infrastructure and goodwill leadership.

2.1.2. Open System Theory

Ludwig Von Bertanlanffy developed the Open System Theory, often known as the Flow System, in 1956. It was created with the goal of encouraging collaboration and participation in problem-solving that had connections to the theory of organisms in the setting of society. The catteries paribus principle upholds the consistency of all underlying assumptions, institutional manifestations of the social, economic, and political underpinnings, and finally, assumptions related to human conduct. The theory contained the following guiding principles and centered on the Plan, Do, Check, and Act process. Understanding how managers build stronger organizational leadership and management approaches within governmental and non-profit organizations to take control of proper M&E programme processes where M&E tools and method concepts were employed effectively depends on the organizational environment had an impact on managers.

The flow theory, commonly known as the open system theory, served its purpose in relation to NGOs operating in the Loima Sub-County. Monitoring programme operations and initiatives would be done using M&E tools and processes to boost project productivity. NGOs had to adhere to the rules set forth by donors and government agencies to offer programs to individuals in their region. The open system theory made tools that produced information flow and took change into account. It promoted project dynamics that took input into consideration and integrated procedures into workable ideas that put resources directly in the hands of the people.

2.2. Empirical Review

Makau et al. (2018) discovered the following data during their examination of how participant contributions affect venture M&E: Using a technique known as structured quantitative assessment of literature, factors related to a conceptual model of engagement discovered through the Daltons' study were examined. A content analysis of an aggregate of 31 different published pieces of literature yielded a summary narration. The study's independent variables included stakeholder engagement, decision-making based on full details, objectivity, efficient administration, and positive stakeholder interaction. The results of the study indicate that the degree of stakeholders' involvement in projects has an important bearing on the level of efficacy attained by the initiative's monitoring and assessment efforts because the interested parties took part in all project planning stages via the execution of different initiatives with desired M&E possible networks. These people were well-liked by other groups that worked with the community to promote organizations and were very important community spokespersons. They would influence both the donor and the authorities to prioritise the needs of the neighborhood.

Kadurira and Nyaga (2020) looked at the impact of integrating stakeholders in programme monitoring and evaluation of the global sustainability of grassroots development initiatives over the long term. The study utilized a numerical methodology, with approximately 1419 participants in the analysis. The respondents were selected using basic random sampling techniques. To get the data, an electronic questionnaire was employed. Statistics were used to compare descriptive and inferential statistical procedures. The analysis was statistically significant, as evidenced by the research's findings that M&E had a considerable impact on long-term viability. Monitoring and assessment had an effect on the community development initiative, the research found, despite the components having a statistically significant and inverse correlation.

Oluoch (2020) looked at the M&E processes, sponsorship contributions, organizational structure, therapeutic offerings, and prevention programmes used by public hospitals in Kisumu County, Kenya, in treating tuberculosis. The pragmatic paradigm served as the research's compass. A correlational survey design, which would test our hypothesis, and a descriptive survey design made it possible for researchers to gather quantitative and qualitative data and, therefore, equally replicate. Among the 517 study participants, including physicians, M&E officers, clinicians, nurses, and patients, 221 were chosen at random. Using structured formats, information was obtained using techniques like 5-point scales, Likert-style polls, and open-ended and closed-ended questions. For the qualitative data, frequency tables with means and

standard deviations were used to display the information. Using linear regression, the strength or weakness of the relationships between the variables was examined at a significance level of 0.05. The test items for the study had scores of 0.6 or above. The findings demonstrated that the M&E system was crucial to public health facilities' ability to provide tuberculosis-related services, whether curative or preventative.

Karimi, Mulwa, and Kyalo's 2020 study sought to limit the influence of sponsor involvement on the assessment of the effectiveness of educational and proficiency training in significant institutions across the country. How much proficiency educational tools improved mastery was the main focus of the researchers' work. The methodology used a descriptive method and statistical techniques like correlations. 335 residents were surveyed and interviewed in person out of a potential 2053 residents for the data. The results were presented in an understandable way using tables and charts. Descriptive information, the standard deviation, the Pearson correlation coefficient, and the average were calculated. The Metropolitan Design and Coordination Division staff were found to be very involved in M&E programmes and activities. However, it seemed that neither the neighborhood nor the Zonal Council members participated very much. According to the findings, the lack of management programmes and the unfavorable attitudes in the community were the main causes. There were few initiatives to promote participation from grassroots stakeholders. A strong statistical link was found between the effectiveness of stakeholders' M&E practices on educational programmes in enhancing reading and math skills.

Sulemana, Musah, and Kanlisi (2018) looked at the level of stakeholder participation in Ghana's Savelugu Nanton Municipality Assembly's supervision and assessment of district assembly activities and operations. In the investigation, case studies comprising 196 persons were used. The study came to the conclusion that grassroots stakeholders rarely participated in such activities because the Municipal Planning and Coordinating Unit MPCU did not make a strong effort to promote their involvement and because community-level stakeholders had a negative attitude towards M&E of projects and programmes. There was significantly less involvement from the Zonal councils, the community, the Unit committee, and Assembly members, who were significantly interested. The research recommends that the District Assembly create policies that include the underlying structures more in the planning, carrying out, monitoring, and evaluation processes.

2.3. Conceptual Framework

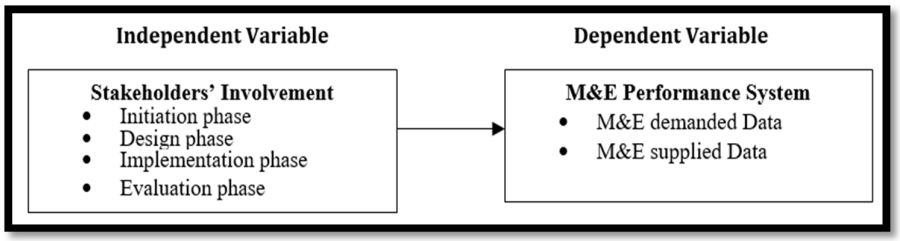

Figure 1: Conceptual Framework

3. Research Methodology

3.1. Research Design

This study employed a descriptive design to allow participants to identify the most fitting M&E systems expected in such academic work for authenticity.

3.2. Target Population

Target population refers to the people the researcher would want to generate the results from (Kothari, 2004). The study targeted 129 employees of Loima Sub County-based charitable organizations in Turkana County, Kenya, who were involved in the monitoring and assessment of programs made up the target group for this study.

3.3. Sample Size and Techniques

The study used Kothari (2019) formula to determine the sample size as follows

$$= \frac{z^2 .p. q. N}{e^2 (N-1) + z^2. p. q}$$

N = size of population;
n = size of sample
e = acceptable error (the precision) = 0.05
z = standard variant at a given confidence level
p = sample proportion
q = 1- p
Here;
N = 129, *e* = at 95% confidence level is 0.05, *z* = 1.96, p= 0.5, q= 0.5

$$n= \frac{(1.96)^2. (0.5). (1-0.5). (129)}{0.05^2 (129 - 1) + (1.96)^2. (0.5). (1-0.5)} = 96.76007498$$

n = 97

The study used stratified sampling. According to Taherdoost (2016), stratified sampling is used when there is the reasonably expected measurement of interest to vary between the different subgroups and wanting to ensure representation from all the subgroups from various institutions within Loima Sub-County.

3.4. Data Collection Instruments

The study used primary data, which were collected through structured questionnaires, interview guides, and focus group discussions.

3.5. Data Collection Procedure

Prior to the data collection, a letter was obtained from Mount Kenya University to authorize the actual research that was carried out at the county government of Turkana. The letter was used to accompany the questionnaires for data collection. The researcher sought a permit from the National Commission for Science, Technology and Innovation (NACOSTI). Primary data were collected from management within NGOs operating in Loima Sub-County, Turkana, and the stakeholders after outlining the objectives to them.

3.6. Pilot Test

Before commencing with an extensive research project, a pilot study was an early, small-scale investigation. Ten per cent of the sample was used for pilot testing, according to Mugenda & Mugenda (2018). Ten people working with NGOs in Nakuru County participated in this pilot study. The goal of the pilot testing was to establish that the questions correctly assessed the desired factors, examine the sentence structure and phrasing, ensure that the questions were simple for the respondents to understand, and ensure that the questions elicited the right responses.

3.6.1. Validity

In order to verify the validity of the research tools and their applicability, it was necessary to provide experts with the questionnaires so they could cross-check them and complete the computation and result determination as specified:

$$CVI = \frac{\text{Number of items regarded relevant in the questionnaire}}{\text{Total Number of questions on the questionnaire}}$$

The CVI findings were contemplated to be always 0.7 and above. Amin (2018) explained that if the CVI was below 0.7, the instruments should be reviewed accordingly before proceeding to collect data.

Stakeholders' Participation	**Relevant**	**Not Relevant**	**CVR**
Item No. 1	5	0	1
Item No. 2	4	1	0.6
Item No. 3	5	0	1
Item No. 4	4	1	0.6
Item No. 5	5	0	1
Item No. 6	5	0	1
Item No. 7	5	0	1
CVI			**0.89**
M&E Systems Performance	**Relevant**	**Not Relevant**	**CVR**
Item No. 1	5	0	1
Item No. 2	4	1	0.6
Item No. 3	5	0	1
Item No. 4	5	0	1
CVI			**0.9**

Table 1: CVR and CVI Test Results

All the variables exhibited CVI above 0.7 and hence the variable items were deemed valid. The instrument would thus be used for data collection in the main study following the recommendation of Amin (2018).

3.6.2. Reliability

The reliability index was produced by SPSS software, which also calculated Cronbach's alpha coefficient to verify the same.

$$\alpha = \frac{k}{K-1}\left(1 - \frac{\Sigma\sigma^2 k}{\sigma^2}\right)$$

α=Reliability, Alpha Coefficient (Cronbach)
K= Number of items in the instrument
Σσ2 k= Variance of the individual items
σ2 =Variance of the total instrument
Σ = Summation

The reliability study was then carried out using the internal reliability metric that the reliability test provided, which indicated whether the items measured the same construct.

	Cronbach's Alpha	Number of Items
Stakeholders Involvement	0.849	7
Performance of M&E Systems	0.8013	4

Table 2: Reliability Results

According to table 2, the Stakeholder Involvement Cronbach's Alpha was 0.849 and performance of M&E Systems was 0.8013. In Frankfort-Nachmias's (2018) research, the lowest permissible Alpha value was determined at 0.7. Therefore, all the variables had good results and were considered to be suitable for further analysis.

3.7. Data Analysis

Both qualitative and quantitative methods of data analysis were employed. Utilizing SPSS version 24, the survey's data, which contained objective and subjective data, was processed. Before being treated, the information was first modified for uniformity. The data were coded to facilitate data evaluation and statistical analysis entry. The dependent variable, the detailed analysis of the data, was used to determine the M&E systems' efficiency in terms of the mean, standard deviation, and percentages. To meet the objectives of the study, the findings were surveyed and graphically depicted. The participation of stakeholders, staff education, managerial influence, and M&E methodologies were among the independent factors in the study.

The study's inferential analytical process employed both regression and correlation analysis. Correlation analysis was used to determine how closely related the variables were. Regression analysis, on the other hand, assessed the influence of interactions among variables, as depicted in the model provided.

4. Results and Discussions

4.1. Response Rate

Nulty (2018) specified this as the ratio of respondents who finished completing the data-gathering tools to the entire number of people who received the tools.

Questionnaire	Frequency	Percent
Received Responses	78	80.41
Responses Not received	19	19.59
Total	**97**	**100**
Interview Guide	**Frequency**	**Percent**
Received Responses	4	80.00
Responses Not received	1	20.00
Total	**5**	**100**
Focus Group Discussion	**Frequency**	**Percent**
Received Responses	11	78.6
Responses Not received	3	21.4
Total	**14**	**100**

Table 3: Response Rate
Source: Field Data (2022)

As shown in table 3, 97 pieces were remarkably well filled out and duly returned by the respondents, yielding 80.41% recorded responses. This exceeded Nulty (2018)'s suggested cutoff point of 70%. In a similar vein, the response rates for the discussion in the focus group and the Interview Guide were 80% and 73.3%, respectively. The significantly high response rate was largely accredited to the oversight of the inquiry process that was done by the researcher.

4.2. Demographic Analysis

The demographic breakdown of the respondents is shown in this section. Gender, age, section, and the length of the period were the subheadings under which the results obtained for the same subject were presented.

4.2.1. Gender of the Respondents

Establishing respondents' sexual characteristics was necessary for academic study because male and female respondents probably had different answers to some of the questions. The results are revealed herein.

Gender	Frequency	Percentage
Male	49	62.82
Female	29	37.18
Total	78	100

Table 4: Gender of the Respondents
Source: Field Data (2022)

According to the information in table 4, 62.82% of those surveyed were men, while just 37.18% of them were women. Given that there were more male responses than female ones, the distribution appears to be slightly biased in favor of the guys. It suggested that most of the responses were from men rather than women. According to the study, profit, incorporating more women in the workforce, and gender parity in general were all proven to be positively associated. For instance, Fortune 500 companies with a higher percentage of women on their boards of directors typically perform better financially, and gender-diverse workplaces were associated with higher revenue and profitability (Center for Creative Leadership, 2020). Thus, the implication of this finding is that to improve their performance in monitoring and evaluating their programs, the NGOs in Loima Sub County ought to boost the percentage of women in their workforce.

4.2.2. Age of the Respondents

Table 5 shows the age ranges of the respondents.

Age Group	Frequency	Percentage
Below 20 years	9	11.54
20 – 30 years	18	23.07
30 – 40 years	28	35.90
40 – 50 years	14	17.95
Above 50 years	9	11.54
Total	**78**	**100**

Table 5: Age Group of the Respondents
Source: Field Data (2022)

Table 5 reveals that 11.54% of respondents were under 20, 23.07% were between 20 and 30 years old, 35.90% were between 30 and 40 years old, 17.95% were between 40 and 50 years old, and 11.54% had 50 years of age and above. A fair representation of respondents in all age categories allowed for a balanced assessment of the M&E System performance among NGOs operating in Loima Sub-County.

4.2.3. Academic and Training Qualification

The perception of respondents on the outcome of M&E systems were found to be influenced by the employee work department. The response was described as follows.

Education Level	Frequency	Percentage
Certificate	18	23.08
Diploma	26	33.33
Degree	23	29.49
Masters and above	11	14.10
Total	**78**	**100**

Table 6: Educational and Training Stipulation
Source: Field Data (2022)

According to the data, the highest form of academic qualification held by 23.08% of respondents was a certificate, followed by a diploma (33.33%), a bachelor's degree (29.59%), and a master's degree (14.10%). Higher-educated workers often possess greater skills (Elingrud & Meghan, 2019). The results of this research were consistent with the results of Omotayo et al. (2020), who showed that there was actually a substantial correlation between educational achievement and variables other than marital status with regard to sales growth, staff desire to depart, service quality, and M&E system efficiency. The bulk of the staff members in the current research had good academic backgrounds, which implies that there are better-skilled workers and increased output in the NGOs operating in Loima Sub County.

4.2.4. Current Position in the Organization

The Current position of the respondents was investigated, as displayed in table 7.

	Frequency	Percentage
M&E Officer	24	30.77
Program Manager	20	25.64
Project Officer	24	30.77
Field Officer	10	12.82
Total	78	100

Table 7: Current Position
Source: Field Data (2022)

The respondents' present standing in an organization with different participants is shown in table 7. It was found that the respondents were divided into the following categories: M&E officers (30.77%), organizational managers (25.64%), project officers (30.77%), and field officers (12.82%). In order to provide information relevant to the study's purpose of identifying the factors impacting the operation of M&E systems amongst NGOs based in Loima Sub-County, inside Turkana County, Kenya, a number of disciplines were represented among the study participants.

4.3. Influence of Stakeholders' Involvement on Performance of M&E Systems

The researcher was concerned about how stakeholders' involvement influenced M&E performance systems among NGOs, as mentioned.

	Mean	SD
A sufficient number of stakeholders participate in the M&E design phase.	4.28	0.534
Feedback from stakeholders is gathered at every level of M&E.	4.62	0.323
The process of gathering M&E data involves stakeholders.	4.40	0.764
The M&E process takes into account the decisions made by stakeholders.	4.42	0.745
Indicators of M&E are identified and tracked by stakeholders.	4.04	0.453
Stakeholders are given explicit planning and accountability roles by the project managers and team.	3.87	1.037
Feedback to stakeholders is conveyed to them through the results and findings of M&E.	4.45	0.876
Average	4.300	0.676

Table 8: Influence of Stakeholders' Involvement on Performance of M&E Systems
Source: Field Data (2022)

The average score and standard deviation showed that organizations incorporated their stakeholders highly, coming in at 4.28 and 0.534, respectively. The data also showed that the company's ability to retain its competent staff, as shown by an average rating of 4.62 plus a deviation from the mean of 0.323, was made possible through stakeholder involvement.

Additionally, the data showed an average of 4.40 and a deviation from the mean of 0.764, demonstrating that employees have been able to pick up new skills from various areas thanks to stakeholders' involvement in the business. These findings align with the research done by Wambui (2016), which explored the link between stakeholder engagement and M&E performance systems. Her research revealed that a structured stakeholder involvement plan and an engaged stakeholder environment were important components that enhanced employee performance.

Furthermore, the results showed an average of 4.42 and a deviation from the mean of 0.745, showing that stakeholder involvement had been crucial in inspiring staff to meet organizational objectives. A mean of 4.04 and a deviation from the mean of 0.453 in the data also showed that businesses use employee engagement to interact with stakeholders. Similar to this, the 3.87 mean and 1.037 standard deviation indicated that collaboration promoted employee growth when stakeholders were included. An average of 4.45 and a deviation from the mean of 0.876 were also shown by the data representing that companies utilized monitoring and evaluation tools to identify their team's optimal performance areas.

As per Kirop and Wanjere (2017), these results align with their research that stakeholder engagement positively influences monitoring and evaluation systems in Turkana. The results also agree with those of Nimco et. Al. (2024), whose study discovered that, with $\beta = 8.680$ and p-value = 0.000, stakeholder participation had a substantial impact on the implementation of M&E.

4.3.1. Performance of M&E Systems

The researcher was interested in establishing M&E performance Structures among NGOs as stipulated below.

	Mean	SD
Using M&E tools and approaches improves the efficiency of M&E systems	4.282	0.534
The management approach that improves M&E Systems performance	4.177	0.912
the organization's workforce receiving training to improve M&E System performance	3.984	1.032
The organization uses transparent M&E systems	4.145	0.921
The M&E systems in the organization are excellent	4.021	.0727
Average	4.122	0.694

Table 9: Performance of M&E Systems
Source: Field Data (2022)

The average results of 4.282, along with an average deviation of 0.534, indicated an improved performance in M&E systems due to the utilization of gears and devices. The applied management strategy to boost M&E system efficiency yielded a standard deviation of 0.912 and an average of 4.177. In addition, employee training in corporations amplified the already solid performance of M&E Systems, characterized by a typical deviation of 1.032 and a mean rating of 3.984. Companies were also discovered to use open M&E systems, as evidenced by a mean score of 4.145 and a deviation from the mean of 0.921. The firm's M&E system answers were exceptional, with an average value of 4.021 and a negligible standard deviation of.0727. The results were consistent with those reported by Njuguna, K. (2016), who examined the variables affecting M&E systems and discovered that each variable had a major impact on the M&E system's effectiveness.

The interview feedback gave a crucial understanding of how NGOs active in the Loima Sub County ran and managed their M&E systems. Consistent data compilation and evaluation of program actions and attainments form the basic foundation for M&E systems, which were led by implementation plans. These plans employed standardized methods to maintain track of the progress in the target goals of the program, and regular communication with donors and other participants assured openness. This underlines the value of M&E systems in supporting decision-making, refining programs, and providing information on program outcomes to concerned parties.

Recognizing the demand for Monitoring and Evaluation (M&E) system reviews within NGOs working in Loima Sub County required periodic study of M&E plans and operations. This also required soliciting replies from the program's leadership team, recipients, and other engaged parties, evaluating outside elements that might affect the efficacy of M&E systems, and completing occasional assessments of M&E systems to evaluate their complete usefulness and influence. These steps insured that M&E systems remained to stay effective as well as relevant in guiding the execution of programs and decision-making.

4.4. Inferential Statistics

4.4.1. Correlation Analysis

To determine the type and degree of the links between the stakeholder involvement and M&E performance systems, the researcher conducted a correlation analysis.

		M&E Performance Systems
Stakeholders' Involvement	Pearson Correlation	.685**
	Sig. (2-tailed)	.000
	N	97

Table 10: Correlation Analysis of the Study Variables
Source: Field Data (2022)

The correlation analysis results shown in table 10 showed the existence of a significant, positive correlation between Stakeholders' Involvement and M&E Performance Systems (r=0.685, p=000). The findings conceded by Shaheen, Hussain, Ali, and Mateen (2017) show that there exists a significant correlation between the stakeholders' involvement of the employees and the problem-solving approaches and abilities of the organization.

5. Conclusions and Recommendations

5.1. Conclusions of the Study

The research found a notable impact of stakeholder engagement on the efficiency of monitoring and evaluation (M&E) systems for non-governmental organizations (NGOs) based in Loima, Turkana. The study concluded that stakeholders received feedback and communication through the acquisition of M&E results, alongside decisions being fed back to the organization for appropriate usage and referencing in the future. It was also observed that certain procedures were assumed while the majority of NGOs involved stakeholders sufficiently in the formulation stage of M&E. Regular meetings should be held by stakeholders to get updates on the progress of the project as their participation affected the effectiveness of M&E operations. It was a requirement for the majority of organizations to involve stakeholders at every level of M&E scheduling, data collection, and report presentation.

5.2. Recommendations of the Study

Once the crucial role of stakeholders within NGOs was recognized, it was suggested that NGOs consider involving stakeholders in all aspects of project tasks. This would boost comprehension, leading to better productivity. NGOs should develop channels of contact with their constituents for feedback to foster confidence within the NGO community. The project's planning, development, execution, supervision, and evaluation should include stakeholders more. The project implementer was accountable for ensuring that stakeholders regularly convened to talk about the project's status. It was necessary to inform the neighborhood's residents of the value and necessity of M&E systems.

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