INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN THE AGRICULTURAL SECTOR: A CASE OF THE KENYA NATIONAL FARMER'S FEDERATION

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ABSTRACT

The purpose of this study was to analyze influence of monitoring and evaluation practices on the performance of non-governmental organizations in the agricultural sector: A case of the Kenya National Farmer's Federation.. The objectives of this study included an analysis of; The influence of frequency of M&E data collection, M&E stakeholder engagement and integrating local knowledge in M&E on the performance of KENAFF. The study employed a descriptive research. The target population in this research is divided into two main categories; 140 M&E Staff and 60 Stakeholders. The sample size was 134 respondents. Sampling strategies that combine probability and non-probability was employed. Content validity was used. For reliability test to evaluate the questionnaire's internal consistency, the statistical test known as Cronbach's Alpha was used. The managerial and operational staff make up the first group. The second group consists of KENAFF stakeholders at both the representative and grassroots levels. The researcher used SPSS for conducting both descriptive and inferential statistical analyses. The dataset was summarized using simple descriptive statistics like means, standard deviations, and frequencies. The findings indicate that respondents were generally neutral or slightly disagreed with the adequacy of data collection frequency per agricultural season. Respondents were generally neutral about the sufficiency of stakeholder involvement in the program. Respondents were generally neutral about the sufficiency of local practices integrated into KENAFF programs. Most respondents expressed strong satisfaction with KENAFF's financial performance. The study concludes that there are mixed perspectives on the frequency of M&E data collection. The analysis of integrating local knowledge shows respondents are generally neutral to slightly dissatisfied with the sufficiency of local practices integrated into KENAFF programs. The study recommends that KENAFF should maintain the current practices but also consider seeking qualitative feedback to understand if there are any nuanced areas for improvement. Efforts should be made to continuously assess and improve the diversity of stakeholder groups to address any concerns and enhance community representation. It is recommended to evaluate and enhance the integration of local practices into KENAFF progress.

Key Words: *Monitoring and Evaluation,* Stakeholder Engagement, Language Integration

INTRODUCTION

The agricultural sector in the United States is a cornerstone of the nation's economy, contributing to food security, rural development, and economic growth. Non-governmental organizations (NGOs) are integral to the sector, particularly in addressing issues such as sustainable farming, environmental conservation, and rural livelihoods. NGOs play a pivotal role in advancing agricultural development by offering technical assistance, training, advocacy, and resources to farmers and agricultural communities. However, their success depends on the efficient implementation of programs and the achievement of set goals (Bamberger, Rao and Woolcock, 2016).

Japan's agricultural sector is known for its distinctive mix of modern technology and traditional farming practices. However, the sector faces several challenges, including an aging farming population, limited arable land, and the impacts of climate change (Sawa, 2020). Non-governmental organizations (NGOs) have increasingly played a vital role in promoting sustainable agriculture, supporting rural communities, and advancing environmental conservation efforts. These NGOs contribute by advocating for organic farming, resource-efficient practices, and helping local farmers adapt to changing market and environmental conditions. The success and impact of these NGOs in Japan's agricultural sector are, to a significant extent, shaped by the effectiveness of their monitoring and evaluation (M&E) practices.

Akoon (2023) found that routine monitoring, evaluation, and learning have a significant and favorable impact on the systems of accountability in South Sudan's NGO sector. According to the study, employees regularly carry out routine monitoring at project sites, gather beneficiary feedback, and share information timely and frequently on program activities. Akoon (2023) also found that staff adequately participate in evaluation processes, and that on-the-job training and technical backstopping can enhance accountability mechanisms. Akoon (2023) recommends strengthening evaluation processes through adequate allocation of resources and periodic provision of on-the-job training. As the study covered only one organization, its generalizability is limited.

According to Ondeko (2020), partnerships for planning, monitoring, and evaluating agricultural initiatives sponsored by NGOs in Bungoma County, Kenya have a favorable impact on their sustainability. Ondeko (2020) discovered that partnerships for planning M&E have a good association with the sustainability of agricultural projects in order to achieve project sustainability. The significance of stakeholder engagement in M&E is also highlighted by Ondeko (2020), who notes that it fosters grassroots communication and changes the community from passive recipients to active participants with the ability to shape project activities according to their requirements and analysis.

According to Koima, Mukulu, and colleagues (2020), project success was directly correlated with planning in M&E, implementation of monitoring and control, and evaluation findings, but not with feedback systems. Based on these findings, in order to improve project performance, the study suggested that KALRO enhance its planning for M&E by including all pertinent stakeholders, adopt better procedures for putting control and monitoring measures in place, and collect, process, and use feedback in an efficient manner to inform future project execution policies. Therefore, M&E can contribute to the success of projects in KALRO by improving planning, implementation, and feedback systems. The findings of Tandi Lwoga (2011) imply that knowledge management approaches with a western foundation should be used with caution in developing nations because both indigenous and external knowledge are gained and disseminated in various situations. Tandi Lwoga (2011) discovered that access to knowledge in rural communities is significantly influenced by policies, legal frameworks, ICTs, and culture. The collection, sharing, preservation, and application of indigenous knowledge are constrained by a lack of an indigenous knowledge policy and by the inadequate recognition and protection of indigenous knowledge through intellectual property rights (IPRs) (Tandi Lwoga, 2011).

Statement of Problem

The agricultural sector in Kenya plays a vital role in the country's economy, contributing approximately 33% to the Gross Domestic Product (GDP) and employing more than 40% of the total population (Kenya National Bureau of Statistics [KNBS], 2020). Non-governmental organizations (NGOs) like the Kenya National Farmer's Federation (KENAFF) are key players in promoting sustainable agricultural practices, supporting farmers, and improving rural livelihoods. KENAFF is involved in capacity building, policy advocacy, and resource mobilization aimed at enhancing food security and increasing farmers' incomes. However, despite these efforts, the performance of NGOs in achieving their objectives is often hindered by inefficiencies in program delivery, resource management, and a lack of long-term sustainability.

Research by Mungai, Kiptoo and Mutiso (2018) shows that while NGOs in Kenya's agricultural sector are making strides in promoting sustainable farming techniques, many face challenges related to inadequate M&E practices. These challenges hinder their ability to evaluate program outcomes effectively and make data-driven decisions to enhance project success. Furthermore, KENAFF and other agricultural NGOs often struggle with limited funding and donor dependency, which can affect the sustainability of their projects. Despite these challenges, there is little empirical research that examines the relationship between M&E practices and the performance of NGOs like KENAFF in promoting agricultural development.

Therefore, this study seeks to fill this gap by investigating the influence of M&E practices on the performance of KENAFF. Understanding how effective M&E systems can enhance program delivery, optimize resource utilization, and improve long-term sustainability is crucial for the future success of NGOs in Kenya's agricultural sector.

Purpose of the Study

The purpose of this study was to analyze the influence of M&E practices on the performance of NGOs in the agricultural sector using Kenya National Farmer's Federation (KENAFF) as a case study. The study was guided by the following specific objectives:

- To assess how the frequency of M&E data collection impacts the performance of NGOs in the agricultural sector, with a focus on the Kenya National Farmers Federation.

- To investigate the effect of stakeholder engagement in M&E on the performance of NGOs in the agricultural sector, focusing on the Kenya National Farmers Federation.

- To analyze the role of integrating local knowledge into M&E practices on the performance of NGOs in the agricultural sector, with a focus on the Kenya National Farmers Federation.

LITERATURE REVIEW

Empirical Literature Review

Overview of M&E and Performance of NGOs

M&E serve as a means of measuring project progress, effectiveness, and impact, according to IFRC (2002). It involves systematically collecting and analyzing data to determine whether the intended outcomes and objectives are being achieved. A monitoring and evaluation program aids in identifying strengths and weaknesses, aids in decision making, increases performance, is accountable and promotes transparency. It also provides valuable information that facilitates learning and continuous improvement. According to Karimi,

Rumenya and Kisimbi (2020) investigate a number of aspects of M&E systems and their effect on project performance. They contend that project performance is significantly influenced favorably by organizational frameworks for monitoring and assessment. Performance is better when project staff members work together and have clear expectations for their roles and responsibilities. The management may, however, lack

motivation and dedication, and there may be f ew procedures for stakeholder discussions and project performance monitoring.

Frequency of M&E Data Collection and the Performance of NGOs

Thambura, Mwangi, Mbugua and Kikwatha (2023) sought to ascertain how the performance of livelihood programs at Caritas Meru, Kenya, was impacted by M&E data gathering procedures. 465 people were the target of the study, including senior managers from Caritas Meru and smallholder farmer group leaders. According to Thambura et al. (2023), M&E data collection procedures were successfully used at Caritas Meru, with a clear positive association between the effectiveness of livelihood programs and M&E data gathering. According to Thambura et al. (2023), M&E data gathering procedures had a substantial impact on how well Caritas Meru's livelihood projects performed.

Frequent data collection allows for more up-to-date information, improving responsiveness to challenges and helping to adapt strategies in real-time (Alonso, 2020).Consistent data collection practices enhance data quality, reducing the risk of inaccuracies that could misinform decisions (Mouton, 2019).Frequent data collection may require substantial resources, which can affect the overall efficiency and performance of NGOs (Nguyen and Mook, 2021).Regular M&E provides timely feedback, allowing NGOs to adjust their programs and improve performance (Duggan and Tang, 2022).

Stakeholder Engagement in M&E and the Performance of NGOs

Wilson and Johnson (2018) provides insights into the essential elements of meaningful stakeholder relations and the internal environment in an organization to enhances its ability to obtain value from these relationships. They emphasizes that organizations no longer have a choice about whether to engage with stakeholders; the decision is about when and how to do so effectively. Stakeholder engagement is predicated on the notion that groups impacted by or having an impact on an organization's mission ought to be given the chance to weigh in on decisions that affect them.

According to Wolde (2019) meaningful engagement is characterized by a willingness to be open to change and is an iterative process that involves understanding stakeholders, Planning, consultation, building trust, internal preparation, response and implementation, and monitoring and evaluation. The guide provides practical advice, tools, and techniques for managers to engage stakeholders effectively, emphasizing the importance of mutual respect and ongoing dialogue rather than one-off consultations.

Integrating Local Knowledge in M&E and the Performance of NGOs

Wolde (2019) defines local knowledge as the knowledge and understanding that is developed and held by people within a specific community or area. Over generations, it derives from direct experiences, observations, and interactions with their environment. He expounds that it encompasses a wide range of information, including traditional practices, cultural beliefs, ecological knowledge, and practical skills that are specific to a particular place. Local decision-making, resource management, and adaptation strategies are often influenced by orally passed down knowledge from generation to generation, according to Mercer (2012). Local knowledge is considered valuable for its contextual relevance and its potential to contribute to sustainable development and resilience in local communities .

This research by Nguyen and Hoang (2018) examines the influence of incorporating local knowledge into Monitoring and Evaluation (M&E) processes on agricultural development projects. The study focuses on how integrating local insights affects the accuracy of project assessments, decision-making, and overall project outcomes. Using a combination of quantitative data and qualitative case studies from various agricultural development projects, the research reveals that the inclusion of local knowledge significantly enhances the M&E process. The findings demonstrate that local knowledge integration improves the precision of project assessments by ensuring that evaluation criteria are relevant and tailored to the specific context of the

agricultural projects. The study highlights that local knowledge contributes to more informed decision-making by providing a deeper understanding of community needs, challenges, and opportunities. This, in turn, leads to more effective project planning and execution. Projects that effectively incorporate local perspectives are found to achieve better outcomes, including increased efficiency, greater alignment with community priorities, and enhanced project sustainability.

Theoretical Framework

Theory of Change
The concept of the Theory of Change is often credited to Carol Weiss, who laid the initial groundwork in the 1990s. Subsequent contributors like Heléne Clark and Andrea A. Anderson further refined the theory in the early 2000s, making it a robust framework used across diverse disciplines today.
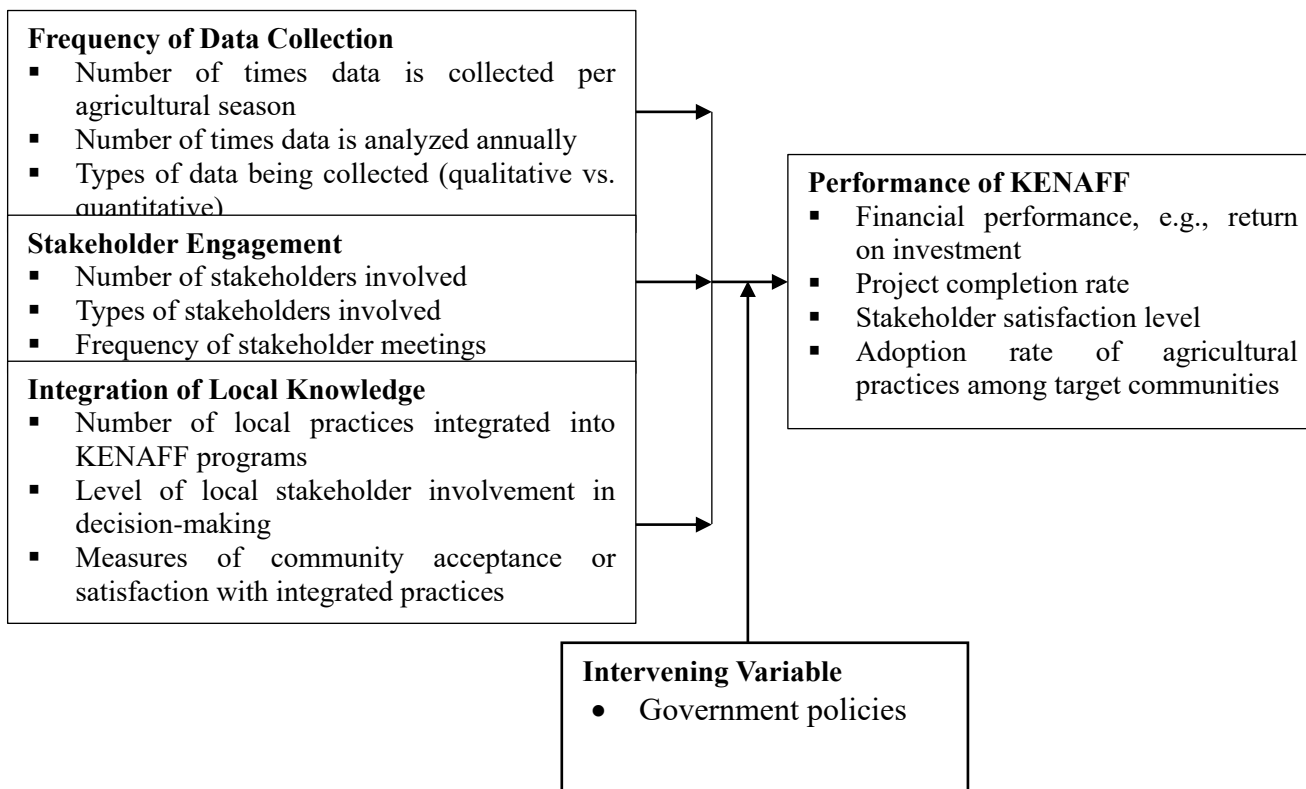
When investigating the influence of M&E practices on the performance of NGOs like the KENAFF, the Theory of Change offers a structured approach to map out how these practices lead to better performance outcomes. This can help determine the best types and frequency of data collection to optimize performance. Our research objective is to examine stakeholder engagement in M&E practices, so the theory is invaluable. It provides a theoretical underpinning that supports the importance of inclusivity and collaboration with stakeholders such as local farmers, governmental bodies, and donors in the M&E process. Likewise, the theory's strong focus on contextual elements resonates with our objective of examining the integration of local knowledge into M&E practices. Local conditions, wisdom, and practices are variables that can influence the success of an NGO's initiatives, and the Theory of Change allows us to examine this in a structured manner. Finally, because the Theory of Change emphasizes data collection for monitoring progress, it aligns with our objective to examine how the frequency of such data collection affects NGO performance. This gives us a theoretical basis for investigating the optimal timing and type of data collection for effective M&E in NGOs operating in the agricultural sector.

Stakeholder Theory
According to stakeholder theory, which was first presented by R. Edward Freeman in his groundbreaking 1984 book "Strategic Management: A Stakeholder Approach," businesses should take into account the impacts and interests of all stakeholders when making decisions. The theory is based on a number of fundamental tenets, including the following: organizations are intricately entwined in a web of relationships with different stakeholder groups (such as workers, clients, suppliers, communities, and governments), all of which have legitimate interests; an organization's ability to successfully manage and balance these disparate interests is critical to its long-term success; and ethical considerations are crucial when responding to stakeholder concerns. Engaging a diverse range of stakeholders is crucial for improving organizational performance and effect, as highlighted by the application of Stakeholder Theory to NGOs, especially in the agriculture sector.

Stakeholder Theory provides a strong framework for examining how NGOs' interactions with their stakeholders can shape their M&E practices and, consequently, their overall effectiveness in the context of this study on the impact of M&E practices on NGO performance in the agricultural sector. Through the application of Stakeholder Theory, the study will be able to investigate the following topics: how NGOs prioritize and identify stakeholder needs and expectations in their monitoring and evaluation (M&E) processes; how program design and implementation incorporates stakeholder feedback; and how these engagements affect the achievement of sustainable agricultural development objectives. With the use of this theoretical framework, it is possible to conduct a thorough analysis of the mutually beneficial relationships that exist between NGOs and their stakeholders. Stakeholder involvement in M&E not only helps NGOs become more transparent and accountable, but it also fosters trust, helps goals align, and results in mutual benefits. By means of this application, the research aims to enhance comprehension of the strategic function of stakeholders in molding the performance results of NGOs in the agriculture domain.

Conceptual Framework

Frequency of Data Collection ▪ Number of times data is collected per agricultural season ▪ Number of times data is analyzed annually ▪ Types of data being collected (qualitative vs. quantitative) **Stakeholder Engagement** ▪ Number of stakeholders involved ▪ Types of stakeholders involved ▪ Frequency of stakeholder meetings **Integration of Local Knowledge** ▪ Number of local practices integrated into KENAFF programs ▪ Level of local stakeholder involvement in decision-making ▪ Measures of community acceptance or satisfaction with integrated practices	**Performance of KENAFF** ▪ Financial performance, e.g., return on investment ▪ Project completion rate ▪ Stakeholder satisfaction level ▪ Adoption rate of agricultural practices among target communities

Intervening Variable
● Government policies

Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Researcher (2023)

METHODOLOGY

The study took a mixed methodology, utilizing qualitative and quantitative research techniques to comprehend the effect of M&E procedures on the effectiveness of NGOs in the agricultural sector, with a focus on the Kenya National Farmers Federation. The study adopted a descriptive survey design and took place in Kiambu, Kenya, where the Kenya National Farmers Federation's (KENAFF) offices are.

For this study the target population was divided into two main groups; M&E Staff and Stakeholders.

Table 1: Target Population

Stratification	Number	Percentage
Operational staff	140	70
Grassroot stakeholder	60	30
Total	**200**	**100**

Source, HRM KENAFF (2023)

The research employed a multi-phase sampling methodology. A simple random sampling technique was used to sample M&E staff at both the administrative and operational levels. Yamane's sample size calculation formula was used to determine the sample size for this research study. The formula for Yamane is as follows:

$$n = \frac{N}{1+N(e)2}$$

The variables in this equation are the sample size (n), the population size (N), and the precision level (e), which is set at 0.05 for a 95% confidence level. The sample size was distributed proportionately.

The primary research tools used for this project was the questionnaires and key informant interviews. Both tools gathered information that is consistent with the study's objectives and variables. The survey's design included both closed-ended and open-ended questions.

Content validity was used. The instruments were reviewed by professionals in the fields of monitoring and evaluation, agriculture sector NGOs, and research technique before being distributed. To evaluate the questionnaire's internal consistency, the statistical test known as Cronbach's Alpha was used.

For both descriptive and inferential statistical analyses, the researcher utilized SPSS version 27, which is the Statistical Package for the Social Sciences.

FINDINGS AND DISCUSSIONS

Response Rate

Table 2: Response Rate

Response	Frequency	Percentage
Returned questionnaires	129	96
Unreturned questionnaires	5	4
Total	**134**	**100**

Source: Researcher (2024)

Out of the 134 questionnaires distributed, 129 were returned, resulting in a high response rate of 96%. This indicates a strong participation level from the respondents. The findings collaborates with Dillman, Smyth, and Christian (2014) also highlight that response rates above 80% are desirable as they help ensure that the data is reflective of the target population. The unreturned questionnaires accounted for only 4%, showing that a small portion of the target population did not participate. The response rate of 96% is considered very good and indicates that the data collected is likely to be reliable and representative of the target population. High response rates like this typically reduce the risk of non-response bias, suggesting that the findings from the survey can be generalized to the broader population with a high degree of confidence. The small proportion of unreturned questionnaires (4%) is unlikely to have a significant impact on the overall results. The small proportion of unreturned questionnaires (4%) may suggest minimal non-response bias, . The findings collaborates with Groves (2006) who emphasizes that the risk of such bias is only significant when response rates are very low. Given the 96% response rate in this study, the likelihood of significant bias is reduced.

Descriptive Statistics

Descriptive statistics summarize and describe the basic features of a dataset. They provide simple summaries about the sample and the measures.

Table 3: Frequency of M&E data collection

	N	Mean	Std. Deviation
The number of times data is collected per agricultural season is adequate.	129	2.9225	.26846
The number of times data is analyzed annually is sufficient for effective decision-making.	129	3.0000	.00000
The types of data being collected (qualitative vs. quantitative) are appropriate for the assessment of agricultural practices.	129	3.5659	.49757

Source: Researcher (2024)

Respondents were neutral that the number of times data is collected per agricultural season is adequate as shown by (Mean: 2.9225, Standard Deviation: 0.26846). The mean score of 2.92 suggests that respondents are generally neutral or slightly disagree with the adequacy of data collection frequency per agricultural season. The low standard deviation (0.26846) indicates that there is little variation in responses, meaning most respondents have similar views on this issue. Smith and Adams (2017) and Lee and Patel (2019) emphasize that higher frequencies of data collection correlate with improved outcomes in agricultural NGOs. These studies suggest that more frequent data collection enhances decision-making and project effectiveness, which aligns with IOM's (n.d.) assertion that regular data collection is crucial for timely monitoring and adjustments.

Respondents were neutral that the number of times data is analyzed annually is sufficient for effective decision-making as indicated by (Mean: 3.0000, Standard Deviation: 0.00000). The mean score of 3.00 suggests a neutral stance, with respondents neither agreeing nor disagreeing about the sufficiency of annual data analysis for decision-making. The standard deviation of 0.00000 indicates that all respondents gave the same rating, implying complete consensus on this issue. This aligns with the findings of Nguyen and Zhang (2021), which suggest that regular and timely data analysis is critical for adapting to changing conditions and enhancing performance. The complete agreement among respondents (standard deviation: 0.00000) might suggest a standardized approach or lack of awareness of the potential benefits of more frequent analysis.

Respondents agreed that the types of data being collected (qualitative vs. quantitative) are appropriate for the assessment of agricultural practices as shown by (Mean: 3.5659, Standard Deviation: 0.49757). The higher mean score of 3.57 suggests that respondents generally agree that the types of data being collected are appropriate for assessing agricultural practices. However, the standard deviation of 0.49757 shows that there is moderate variation in responses, indicating some differences in opinion among respondents. The literature supports the effectiveness of using a combination of data types to enhance project assessments and decision-making (Smith & Adams, 2017; Lee & Patel, 2019). This congruence with empirical findings suggests that the data collection approach in the study is considered appropriate by the respondents and aligns with best practices in M&E.

With a mean score of 2.92 on the adequacy of data collection frequency per agricultural season and a standard deviation of 0.268, there appears to be variation in respondents' perceptions. This variability could imply inconsistency in data collection practices, which may have affected the accuracy of the study's findings. With a mean score of 3.57 and a standard deviation of 0.498, the study suggests variability in perceptions regarding the appropriateness of qualitative vs. quantitative data. Further research could examine how the types of data collected influence decision-making processes in agricultural NGOs.

Table 4: M&E Stakeholder Engagement

	N	Mean	Std. Deviation
The number of stakeholders involved in the program is sufficient.	129	2.8837	.34523
The types of stakeholders involved are diverse and representative of the community.	129	3.1705	.43524
The frequency of stakeholder meetings is adequate for effective collaboration.	129	3.5736	.51197

Source: Researcher (2024)

Respondents were neutral that the number of stakeholders involved in the program is sufficient as shown by (Mean: 2.8837, Standard Deviation: 0.34523). The mean score of 2.88 suggests that respondents generally feel neutral to slightly disagree about the sufficiency of stakeholder involvement. The standard deviation of 0.34523 indicates there is a moderate level of consensus among respondents, with some variation in opinions. The finding of neutrality regarding stakeholder sufficiency aligns with literature that stresses the importance of effective stakeholder involvement. The perception of insufficiency among respondents suggests that there

may be room for improvement in involving stakeholders, consistent with Karanja & Yusuf's (2018) observations.

Respondents were neutral that the types of stakeholders involved are diverse and representative of the community as indicated by (Mean: 3.1705, Standard Deviation: 0.43524). The mean score of 3.17 indicates that respondents tend to agree that the types of stakeholders are diverse and representative. The standard deviation of 0.43524 shows a moderate variation in responses, suggesting that while the general sentiment is positive, there are differing views on the diversity and representativeness of stakeholders. The finding that stakeholders are perceived as somewhat diverse aligns with literature suggesting that diversity is key to effective engagement and project success. However, the neutral stance indicates that stakeholders may still not fully represent the community, suggesting a need for more inclusive engagement strategies.

Respondents were neutral that the frequency of stakeholder meetings is adequate for effective collaboration as shown by (Mean: 3.5736, Standard Deviation: 0.51197). The higher mean score of 3.57 suggests that respondents generally agree that the frequency of stakeholder meetings is adequate. The standard deviation of 0.51197 indicates moderate variation in responses, reflecting some differences in opinion regarding the adequacy of meeting frequency. The positive assessment of meeting frequency aligns with the literature emphasizing the importance of regular stakeholder engagement. The agreement on this aspect suggests that the existing frequency of meetings is considered appropriate for fostering collaboration and effective project management.

The mean score of 2.88 and a standard deviation of 0.345 suggest that respondents feel the number of stakeholders involved is somewhat limited, which may impact the generalizability of the findings and the inclusiveness of the M&E practices in representing broader community needs. Given the variability in responses, research could focus on how the diversity and representativeness of stakeholders directly influence NGO performance. A comparative study across different stakeholder groups (e.g., community members, government, NGOs) could offer insights.

Table 5: Integrating local knowledge

	N	Mean	Std. Deviation
The number of local practices integrated into KENAFF programs is sufficient.	129	2.6589	.47592
The level of local stakeholder involvement in decision-making is satisfactory.	129	3.0543	.22742
Community acceptance or satisfaction with the integrated practices is high.	129	3.8295	.37758

Source: Researcher (2024)

Respondents were neutral that the number of local practices integrated into KENAFF programs is sufficient as evidenced by (Mean: 2.6589, Standard Deviation: 0.47592). The mean score of 2.66 indicates that respondents generally feel neutral to slightly disagree about the sufficiency of local practices integrated into KENAFF programs. The standard deviation of 0.47592 shows moderate variation in responses, suggesting that opinions on the sufficiency of local practices vary among respondents. This partially aligns with Mercer (2012), who emphasizes the importance of integrating local knowledge but does not specify sufficiency as a measure. The moderate variation in responses could indicate differing opinions on the effectiveness and application of local practices, aligning with the notion that successful integration often requires continuous adaptation and improvement.

Respondents were neutral that the level of local stakeholder involvement in decision-making is satisfactory as shown by (Mean: 3.0543, Standard Deviation: 0.22742). The mean score of 3.05 suggests a neutral to slightly positive view on the level of local stakeholder involvement in decision-making. The low standard deviation (0.22742) indicates a high level of agreement among respondents regarding the satisfaction with stakeholder

involvement. This partially aligns with Adedipe et al. (2004) and Ziervogel & Opere (2010), who emphasize active and meaningful stakeholder participation. The low standard deviation suggests a consensus among respondents on the current level of involvement, aligning with the view that stakeholder engagement should be enhanced for better decision-making and program outcomes.

Respondents agreed that community acceptance or satisfaction with the integrated practices is high as evidenced by (Mean: 3.8295, Standard Deviation: 0.37758). The mean score of 3.83 indicates a positive view on community acceptance or satisfaction with the integrated practices, suggesting that respondents generally feel that the community is satisfied with how local knowledge is incorporated. The standard deviation of 0.37758 shows moderate variation in responses, with some differences in opinions on community satisfaction. This finding aligns well with the literature that suggests incorporating local knowledge leads to better community alignment and satisfaction (Davis & Thomas, 2020; Nguyen & Hoang, 2018). The moderate standard deviation reflects some variation in opinions but overall supports the notion that local knowledge integration positively impacts community satisfaction.

The theory of change emphasizes the importance of considering contextual factors, including the integration of local knowledge, to achieve desired outcomes. Your findings show that respondents were neutral or slightly disagreed on the sufficiency of local practices integrated into KENAFF programs (Mean: 2.66, Standard Deviation: 0.47592). This suggests that while the integration of local knowledge is recognized, it may not be fully effective or sufficient to meet the program's needs, indicating a potential gap between the theory's assumptions and the actual practices. The moderate variation in responses also points to differing views on the adequacy of local knowledge integration, which partially disagrees with the Theory of Change's emphasis on contextual adaptation（Weiss, 1995; Clark and Anderson, 2004）.

With a mean score of 2.66 and a standard deviation of 0.476, the study indicates that respondents feel the integration of local practices is somewhat lacking. This perceived insufficiency might limit the findings on how effectively local knowledge is being leveraged to enhance program outcomes. Further research could explore best practices and innovative methods for integrating local agricultural practices in a way that strengthens both program relevance and outcomes in KENAFF and other NGOs.

Table 6: Performance of NGOs

	N	Mean	Std. Deviation
The financial performance of KENAFF, such as return on investment, is satisfactory.	129	4.4341	.49757
The project completion rate at KENAFF meets the expected timelines.	129	4.6434	.48086
Stakeholder satisfaction with KENAFF's performance is high.	129	4.7519	.43357
The adoption rate of agricultural practices among target communities is significant.	129	4.9147	.28037

Source: Researcher (2024)

Majority of respondents agreed that the financial performance of kenaff, such as return on investment, is satisfactory as indicated by (Mean: 4.4341, Standard Deviation: 0.49757). The mean score of 4.43 suggests a high level of satisfaction with KENAFF's financial performance. The standard deviation of 0.49757 indicates moderate variation in responses, meaning there is some diversity in opinions about financial performance. This aligns with the IFRC's view that effective M&E contributes to better financial performance through improved resource management and accountability. The moderate variation (Std. Deviation: 0.49757) reflects some differing opinions but overall supports the idea that M&E frameworks positively impact financial performance.

Majority of respondents strongly agreed that the project completion rate at kenaff meets the expected timelines as shown by (Mean: 4.6434, Standard Deviation: 0.48086). The mean score of 4.64 reflects a high level of agreement that KENAFF meets expected project timelines. The standard deviation of 0.48086 shows some variation but overall agreement on timely project completion. This finding is consistent with Rumenya & Kisimbi (2020), who emphasize that effective M&E frameworks lead to better project management and timely completion. The moderate standard deviation indicates general agreement among respondents about the timely completion of projects.

Majority of respondents strongly agreed that stakeholder satisfaction with KENAFF's performance is high as shown by (Mean: 4.7519, Standard Deviation: 0.43357). The mean score of 4.75 indicates very high stakeholder satisfaction with KENAFF's performance. The standard deviation of 0.43357 shows some variation, but the overall sentiment is strongly positive.

Majority of respondents strongly agreed that the adoption rate of agricultural practices among target communities is significant as indicated by (Mean: 4.9147, Standard Deviation: 0.28037). The mean score of 4.91 suggests a very high level of agreement that the adoption rate of agricultural practices is significant. The low standard deviation of 0.28037 indicates a strong consensus among respondents on this positive outcome. This finding supports Njuguna (2016), who highlights the role of effective M&E in enhancing project outcomes and adoption rates. The low standard deviation indicates a strong consensus among respondents about the significant impact of KENAFF's programs on agricultural practices.

Correlation Analysis

Correlation analysis is a statistical method used to evaluate the strength and direction of the relationship between two or more variables. It helps determine whether and how strongly pairs of variables are related.

Table 7: Correlation

		Frequency of M&E Data Collection	M&E stakeholder engagement	Integrating local knowledge
Frequency of M&E data collection	Pearson Correlation	1	.126	-.125
	Sig. (2-tailed)		.155	.159
	N	129	129	129
M&E stakeholder engagement	Pearson Correlation	.126	1	.088
	Sig. (2-tailed)	.155		.324
	N	129	129	129
Integrating local knowledge	Pearson Correlation	-.125	.088	1
	Sig. (2-tailed)	.159	.324	
	N	129	129	129
Performance of KENAFF	Pearson Correlation	.139	.377[**]	.061
	Sig. (2-tailed)	.115	.000	.490
	N	129	129	129

Source: Researcher (2024)

The table presents the Pearson correlation coefficients, along with their corresponding p-values (Sig. (2-tailed)), between the independent variables (Frequency of M&E Data Collection, M&E Stakeholder Engagement, Integrating Local Knowledge) and the dependent variable (Performance of KENAFF).

The correlation coefficient of 0.139 suggests a weak positive relationship between the frequency of M&E data collection and the performance of KENAFF. However, the p-value of 0.115 is greater than 0.05, indicating

that this relationship is not statistically significant. This finding contrasts with the literature by Karimi et al. (2020), which emphasizes the importance of regular data collection for improving performance. It suggests that while data collection is important, other factors may play a more significant role in influencing performance, or the frequency of data collection alone might not be sufficient to drive performance improvements.

The correlation coefficient of 0.377 indicates a moderate positive relationship between M&E stakeholder engagement and the performance of KENAFF. The p-value of 0.000 is less than 0.05, showing that this relationship is statistically significant at the 1% significance level.. This supports the empirical literature by Karimi et al. (2020) and Micah & Luketero (2017), which underscores the role of stakeholder involvement in enhancing the effectiveness of M&E and overall performance. The significant relationship observed aligns with the literature's emphasis on stakeholder engagement as a key driver of performance improvement.

The correlation coefficient of 0.061 suggests a very weak positive relationship between integrating local knowledge and the performance of KENAFF. The p-value of 0.490 is much greater than 0.05, indicating that this relationship is not statistically significant. This finding contrasts with the literature by Micah and Luketero (2017), Njuguna (2016), which emphasizes the value of local knowledge in enhancing program effectiveness and relevance. The lack of significant correlation could imply that while integrating local knowledge is important, its impact on performance might be influenced by other factors or may not be captured fully in this study.

There is a statistically significant moderate positive relationship between M&E stakeholder engagement and the performance of KENAFF. This suggests that higher levels of stakeholder engagement in M&E processes are associated with better performance outcomes for KENAFF. The frequency of M&E data collection and the integration of local knowledge show weak positive correlations with the performance of KENAFF, but these relationships are not statistically significant. This implies that these factors, as measured in this study, may not have a strong or direct impact on the performance of KENAFF. These findings highlight the importance of stakeholder engagement in M&E practices as a key driver of organizational performance, while the frequency of data collection and integration of local knowledge may require further investigation or improvement to better influence performance.

Regression Analysis

Regression analysis is a statistical technique used to model and analyze the relationship between a dependent variable (often called the outcome or response variable) and one or more independent variables (predictors or explanatory variables). The goal is to understand how the dependent variable changes as the independent variables change, and to quantify the strength and form of these relationships.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391[a]	.153	.132	.32191

a. Predictors: (Constant), Integrating local knowledge, M&E stakeholder engagement, Frequency of M&E Data Collection

Source: Researcher (2024)

The provided model summary offers key statistics for understanding the relationship between the independent variables (Integrating Local Knowledge, M&E Stakeholder Engagement, Frequency of M&E Data Collection) and the dependent variable (Performance of KENAFF).

The R value of 0.391 indicates a moderate positive correlation between the combined independent variables and the performance of KENAFF. This suggests that the predictors collectively have a moderate influence on the dependent variable. The R Square value of 0.153 indicates that approximately 15.3% of the variance in the

performance of KENAFF can be explained by the independent variables in the model. This means that the remaining 84.7% of the variance is explained by other factors not included in this model.

The Adjusted R Square of 0.132 is slightly lower than the R Square, which adjusts for the number of predictors in the model. It suggests that about 13.2% of the variability in the performance of KENAFF is explained by the independent variables after accounting for the model's complexity. The standard error of 0.32191 provides an estimate of the average distance that the observed values fall from the regression line. A smaller standard error indicates that the data points are closer to the fitted line, while a larger standard error indicates that they are more spread out.

The model suggests that the independent variables (Integrating Local Knowledge, M&E Stakeholder Engagement, Frequency of M&E Data Collection) moderately explain the performance of KENAFF, accounting for about 15.3% of the variance. While the predictors show a positive relationship with KENAFF's performance, the relatively low R Square value indicates that other factors not included in the model may play a more significant role in influencing the organization's performance. This analysis suggests that while monitoring and evaluation practices have a moderate impact on KENAFF's performance, there are likely other influential factors that should be explored to better understand and improve the organization's outcomes.

Table 9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.332	3	.777	7.501	.000[b]
	Residual	12.953	125	.104		
	Total	15.285	128			
a. Dependent Variable: Performance of KENAFF						
b. Predictors: (Constant), Integrating local knowledge, M&E Stakeholder engagement, Frequency of M&E Data Collection						

Source: Researcher (2024)

The ANOVA table provides insights into the overall significance of the regression model in explaining the variance in the dependent variable, which in this case is the performance of KENAFF (Kenya National Farmers' Federation). The sum of squares for the regression model is 2.332. This represents the variation explained by the model (i.e., the combined effect of the predictors: integrating local knowledge, M&E stakeholder engagement, and frequency of M&E data collection). The sum of squares for the residual is 12.953, representing the variation that the model does not explain. The total sum of squares is 15.285, which is the combined variance in the dependent variable (Performance of KENAFF).

The regression model is statistically significant ($p < 0.05$), indicating that the predictors (integrating local knowledge, M&E stakeholder engagement, and frequency of M&E data collection) collectively have a significant effect on the performance of KENAFF. The F-statistic of 7.501 suggests that the model explains a significant portion of the variance in the dependent variable, meaning that the predictors are useful in predicting the performance of KENAFF.

The ANOVA results indicate that the overall regression model is a good fit for the data. The significant F-statistic and p-value imply that the independent variables—integrating local knowledge, M&E stakeholder engagement, and frequency of M&E data collection—are collectively significant in influencing the performance of KENAFF. Therefore, these factors should be considered important in improving the performance of KENAFF.

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.665	.693		3.846	.000
	Frequency of M&E data collection	.193	.163	.099	1.183	.239
	M&E Stakeholder Engagement	.380	.088	.361	4.326	.000
	Integrating Local Knowledge	.060	.119	.042	.504	.615
a. Dependent Variable: Performance of KENAFF						

Source: Researcher (2024)

The table provides the coefficients for the regression model, which includes the independent variables (Frequency of M&E Data Collection, M&E Stakeholder Engagement, Integrating Local Knowledge) and their relationship with the dependent variable (Performance of KENAFF).

The constant value of 2.665 represents the expected performance of KENAFF when all independent variables are held at zero. The significance level (p-value) of 0.000 indicates that this constant is statistically significant. The unstandardized coefficient (B) of 0.193 suggests that for every one-unit increase in the frequency of M&E data collection, the performance of KENAFF increases by 0.193 units, holding other variables constant. However, the p-value of 0.239 is greater than 0.05, indicating that this relationship is not statistically significant.

The unstandardized coefficient (B) of 0.380 indicates that a one-unit increase in M&E stakeholder engagement results in a 0.380-unit increase in KENAFF's performance, holding other variables constant. The standardized coefficient (Beta) of 0.361 suggests that M&E stakeholder engagement is the most influential predictor among the variables. The p-value of 0.000 indicates that this relationship is statistically significant. The unstandardized coefficient (B) of 0.060 suggests a very small positive relationship between integrating local knowledge and KENAFF's performance. However, the p-value of 0.615 is much greater than 0.05, indicating that this relationship is not statistically significant.

The analysis reveals that among the independent variables, M&E stakeholder engagement is the only significant predictor of KENAFF's performance, with a strong positive and statistically significant relationship ($p = 0.000$). This suggests that enhancing stakeholder engagement in monitoring and evaluation practices is likely to have a meaningful impact on the organization's performance. On the other hand, the frequency of M&E data collection and the integration of local knowledge do not show statistically significant effects on KENAFF's performance, as indicated by their higher p-values (0.239 and 0.615, respectively). These findings suggest that while these factors may play a role, they are not as critical as stakeholder engagement in driving the performance of KENAFF.

Qualitative Analysis

How do you perceive the influence of the frequency of data collection on the overall performance of NGOs in the agricultural sector, specifically the KENAFF?

The frequency of data collection is a critical aspect of Monitoring and Evaluation (M&E) practices, and it can have a significant influence on the overall performance of NGOs in the agricultural sector, such as KENAFF. It is perceived in terms of timely decision-making, continuous improvement, stakeholder engagement and trust, resource utilization and performance measurement. The qualitative findings by Karimi et al. (2020) align with the empirical literature, which underscores the importance of frequent data collection for effective

M&E practices. Both sources agree that it supports timely decision-making, continuous improvement, and performance measurement.

How, in your opinion, does stakeholder engagement improve the general effectiveness of non-governmental organizations (NGOs) in the agriculture sector, particularly the KENAFF?

Stakeholder engagement plays a pivotal role in enhancing the general effectiveness of non-governmental organizations (NGOs) in the agricultural sector, including KENAFF. Here's how it contributes: Enhanced relevance and impact, improved decision-making, greater buy-in and ownership, building trust and collaboration, accountability and transparency, sustainable outcomes and innovation and adaptation. The qualitative findings are consistent with the empirical literature by Micah and Luketero (2017), which highlights the importance of stakeholder engagement in improving organizational effectiveness and performance. Both sources agree that engagement contributes to better decision-making, trust, and sustainable outcomes.

In your opinion, how does integrating local knowledge contribute to the overall performance of NGOs in the agricultural sector, specifically the KENAFF?

Integrating local knowledge into the operations and strategies of NGOs in the agricultural sector, such as KENAFF, is crucial for enhancing their overall performance contributes to:

Increased relevance and effectiveness, enhanced community buy-in and participation, sustainable practices and outcomes, improved problem-solving and adaptation, cultural sensitivity and acceptance, innovation through hybrid solutions, strengthened resilience, empowerment and capacity building. The qualitative findings are consistent with the empirical literature by Micah & Luketero (2017), which highlights the importance of stakeholder engagement in improving organizational effectiveness and performance. Both sources agree that engagement contributes to better decision-making, trust, and sustainable outcomes. While the qualitative findings underscore the benefits of integrating local knowledge for various aspects of performance, the empirical literature by Njuguna (2016) also supports this view on the importance of local knowledge for tailoring interventions and improving outcomes, supporting the qualitative view of its benefits for problem-solving and community engagement.

Regarding the impact of monitoring and assessment procedures on the operations of non-governmental organizations (NGOs) in the agricultural sector, specifically with reference to the KENAFF, do you have any further remarks or recommendations?

Effective M&A procedures are essential for ensuring that KENAFF's activities align with its strategic goals. By regularly monitoring progress and assessing outcomes, KENAFF can ensure that its programs are on track to achieve the desired impact. M&A procedures provide critical data that informs decision-making at all levels of the organization. Robust M&A procedures enhance transparency and accountability within KENAFF. M&A procedures facilitate a culture of learning and adaptation within KENAFF. The qualitative findings align well with the empirical literature by Rumenya and Kisimbi (2020), which supports the critical role of M&A procedures in ensuring strategic alignment, improving transparency, and fostering a learning culture. Both sources agree on the importance of effective M&A procedures for organizational performance and accountability.

Discussions

Frequency of M&E data collection

The findings show partial alignment with the qualitative data, particularly regarding the appropriateness of the types of data collected. However, there is a noticeable conflict between the perceived importance of frequent M&E practices in qualitative responses and the neutral stance found in the quantitative data regarding the adequacy of these practices. This suggests a gap between the theoretical understanding of M&E practices' importance and their practical implementation, as perceived by respondents. Addressing this gap would likely

enhance the effectiveness of M&E practices in NGOs like KENAFF, better aligning with the Theory of Change and Stakeholder Theory.

The Theory of Change emphasizes that data collection should align with the monitoring of interventions, yet respondents' neutral stance on the adequacy of data collection frequency (Mean: 2.9225, SD: 0.26846) suggests that they do not view the current frequency as sufficient for effective monitoring. This neutrality points to a potential challenge in aligning data collection processes with performance tracking, as envisioned by the Theory of Change (Weiss, 1995). The low variation in responses highlights shared concerns among stakeholders, further suggesting a misalignment between the intervention needs and data collection processes. In line with Stakeholder Theory, which underscores the importance of stakeholder involvement in decision-making, the neutral response reflects a partial disagreement with the theory's call for continuous engagement in decisions like data collection frequency (Freeman, 1984).

In terms of the sufficiency of annual data analysis (Mean: 3.0000, SD: 0.00000), the Theory of Change emphasizes the need for regular and sufficient data analysis to track progress and adapt interventions. The neutral consensus among respondents indicates uncertainty about the adequacy of annual analysis for decision-making, which may not fully support the iterative feedback process crucial for performance improvement (Clark & Anderson, 2000). Stakeholder Theory also stresses the importance of involving stakeholders in decision-making processes that directly impact them. The uniformity in responses (SD: 0.00000) suggests a consensus that annual data analysis may not meet stakeholders' expectations for timely decision-making, signalling insufficient stakeholder engagement in the process, thus partially misaligning with Stakeholder Theory (Freeman, 1984).

M&E Stakeholder Engagement

Overall, the findings show partial alignment between the quantitative and qualitative data, particularly concerning the frequency of stakeholder meetings and the diversity of stakeholders involved. However, there is a noticeable conflict regarding the sufficiency of stakeholder involvement, with qualitative data advocating for more robust engagement than what is reflected in the quantitative responses. This suggests a gap between the recognized importance of stakeholder engagement and its current implementation, indicating an area for improvement in M&E practices within NGOs like KENAFF. By addressing this gap, KENAFF could better align its practices with the expectations of stakeholders, thereby enhancing its effectiveness and achieving more sustainable outcomes in the agricultural sector.

The findings regarding the sufficiency of stakeholder involvement (Mean: 2.8837, SD: 0.34523) reveal a neutral stance among respondents, with some leaning toward slight disagreement. The Theory of Change, which emphasizes active stakeholder engagement at all stages of a project (Weiss, 1995; Clark & Anderson, 2000), partially disagrees with this finding. The neutral perception suggests that the current level of involvement may not fully align with the theory's emphasis on inclusive collaboration to achieve desired outcomes. Similarly, Stakeholder Theory, which stresses the importance of engaging a broad range of stakeholders in decision-making (Freeman, 1984), partially disagrees, as the neutral response suggests that respondents may feel stakeholder participation is insufficient.

Regarding the diversity of stakeholders (Mean: 3.1705, SD: 0.43524), respondents were generally positive but with moderate variation in opinions. The Theory of Change, which emphasizes the importance of including diverse perspectives to account for contextual factors (Weiss, 1995), agrees with this finding, as the involvement of a representative range of stakeholders supports the theory's goal of capturing diverse viewpoints. Stakeholder Theory also agrees, as it advocates for considering the interests of all relevant groups (Freeman, 1984). The positive sentiment on diversity aligns with the theory's focus on inclusive decision-making processes, although the moderate variation in responses suggests that further improvement might be needed to fully satisfy all stakeholders.

Integrating Local Knowledge

The quantitative and qualitative findings on integrating local knowledge generally align in terms of community satisfaction and stakeholder involvement. However, there is a potential conflict regarding the sufficiency of local practices being integrated into KENAFF programs. This suggests that while the importance of local knowledge is acknowledged, there may be room for improvement in how effectively it is being utilized. Addressing this gap could enhance the relevance, effectiveness, and sustainability of KENAFF's agricultural programs.

The Theory of Change emphasizes the importance of contextual factors and the integration of local knowledge to achieve desired outcomes (Weiss, 1995; Clark & Anderson, 2004). The finding that respondents were neutral regarding the sufficiency of local practices integrated into KENAFF programs (Mean: 2.66, SD: 0.47592) suggests a partial disagreement with the theory. This neutrality implies that while local knowledge is recognized, its integration may not be fully effective or sufficient to meet program needs. The moderate variation in responses reflects differing views on the adequacy of local practice integration, indicating a potential gap between the theory's assumption of robust local knowledge incorporation and the actual practices within KENAFF.

Stakeholder Theory, which emphasizes active participation and meaningful stakeholder involvement (Freeman, 1984), also shows partial agreement and disagreement with the findings. The neutral response to the sufficiency of local stakeholder involvement in decision-making (Mean: 3.05, SD: 0.22742) aligns partially with the theory, as there is a consensus on the level of involvement. However, the slight neutrality suggests room for improvement in engagement levels. On the other hand, the positive response regarding community satisfaction with integrated practices (Mean: 3.83, SD: 0.37758) aligns with Stakeholder Theory, as it supports the theory's notion that successful integration of local knowledge fosters trust and satisfaction among community stakeholders (Adedipe et al., 2004; Nguyen & Hoang, 2018).

Performance of NGOs

The quantitative and qualitative data on the performance of KENAFF largely align, with both sets of data reflecting a positive assessment of the organization's financial performance, project completion, stakeholder satisfaction, and adoption of agricultural practices. The qualitative insights provide a deeper understanding of the factors driving these positive outcomes, particularly the importance of M&E practices, stakeholder engagement, and local knowledge integration. The alignment between these two types of data suggests that KENAFF is effectively managing its operations and meeting its strategic goals, with a few nuances in financial performance that could be explored further.

The Theory of Change aligns with KENAFF's financial performance and project timelines. High satisfaction with KENAFF's financial performance (Mean: 4.43, SD: 0.49757) supports the theory's assumption that successful interventions lead to measurable outcomes (Weiss, 1995; Clark & Anderson, 2004). The moderate variation in responses reflects the theory's emphasis on contextual factors like financial strategies. Similarly, the high agreement on KENAFF meeting project timelines (Mean: 4.64) validates the Theory of Change's notion that planned interventions lead to expected outcomes (Weiss, 1995). The strong consensus on stakeholder satisfaction (Mean: 4.75) and the adoption rate of agricultural practices (Mean: 4.91) further underscore the theory's focus on engaging stakeholders and integrating local knowledge to achieve desired impacts (Clark & Anderson, 2004).

Stakeholder Theory emphasizes ethical decision-making that balances stakeholder interests (Freeman, 1984). The high satisfaction with KENAFF's financial performance and project completion rate supports the theory's focus on engaging stakeholders to achieve long-term success. The strong agreement on stakeholder satisfaction (Mean: 4.75) aligns with Stakeholder Theory's assertion that involving diverse stakeholders fosters trust and accountability (Freeman, 1984). Additionally, the high adoption rate of agricultural practices (Mean: 4.91) reflects the theory's emphasis on stakeholder involvement in decision-making processes,

indicating that KENAFF's programs have effectively addressed community needs, leading to mutual benefits and program success.

CONCLUSION AND RECOMMENDATIONS

The data reveals mixed perspectives on the frequency of M&E data collection. Respondents are generally neutral or slightly skeptical about the adequacy of data collection per agricultural season. There is complete neutrality and agreement regarding the sufficiency of annual data analysis for decision-making. Respondents generally agree that the types of data being collected are appropriate, though there is some variation in opinion.

The analysis of stakeholder engagement perceptions shows respondents are generally neutral or slightly dissatisfied with the number of stakeholders involved, indicating a potential need for increased stakeholder participation. There is general agreement that the stakeholders are diverse and representative, though with some variation in opinions. Respondents are generally satisfied with the frequency of stakeholder meetings, suggesting that current practices are adequate for effective collaboration.

The analysis of integrating local knowledge shows respondents are generally neutral to slightly dissatisfied with the sufficiency of local practices integrated into KENAFF programs. This suggests that there may be room for improvement in incorporating more local practices. Respondents are neutral to slightly positive about the level of local stakeholder involvement in decision-making, with a high level of consensus on this issue. Respondents are generally positive about community acceptance or satisfaction with integrated practices, indicating that the community is largely satisfied with how local knowledge is used.

The performance metrics for KENAFF are overwhelmingly positive. Respondents are generally satisfied with the financial performance of KENAFF, though there is some variation in opinions. There is strong agreement that KENAFF meets expected project timelines. Stakeholder satisfaction with KENAFF's performance is very high. The adoption of agricultural practices is seen as very significant, with strong consensus on this positive outcome.

The low standard deviation (0.26846) indicates that there is little variation in responses, meaning most respondents have similar views on this issue. Smith and Adams (2017) and Lee and Patel (2019) emphasize that higher frequencies of data collection correlate with improved outcomes in agricultural NGOs. These studies suggest that more frequent data collection enhances decision-making and project effectiveness, which aligns with IOM's (n.d.) assertion that regular data collection is crucial for timely monitoring and adjustments. Given the neutral or slightly negative view on the adequacy of data collection per agricultural season, it is recommended that KENAFF review and potentially increase the frequency of data collection to ensure that it meets the needs of all stakeholders. Since there is complete agreement on the sufficiency of annual data analysis, KENAFF should maintain the current practices but also consider seeking qualitative feedback to understand if there are any nuanced areas for improvement.

The finding of neutrality regarding stakeholder sufficiency aligns with literature that stresses the importance of effective stakeholder involvement. The perception of insufficiency among respondents suggests that there may be room for improvement in involving stakeholders, consistent with Karanja & Yusuf's (2018) observations. Given the concern about the sufficiency of stakeholder numbers, it is recommended to review and possibly expand stakeholder involvement to ensure broader representation and engagement in the program. Although there is general agreement on the diversity and representativeness of stakeholders, efforts should be made to continuously assess and improve the diversity of stakeholder groups to address any concerns and enhance community representation

The standard deviation of 0.47592 shows moderate variation in responses, suggesting that opinions on the sufficiency of local practices vary among respondents. This partially aligns with Mercer (2012), who

emphasizes the importance of integrating local knowledge but does not specify sufficiency as a measure. The moderate variation in responses could indicate differing opinions on the effectiveness and application of local practices, aligning with the notion that successful integration often requires continuous adaptation and improvement.While the current level of local stakeholder involvement is considered satisfactory, efforts should be made to continuously engage stakeholders more effectively and ensure that their input is well-represented in decision-making processes. The positive feedback on community acceptance suggests that KENAFF is successfully integrating local knowledge. To maintain or improve this satisfaction, continue to involve the community in feedback mechanisms and ensure that integrated practices remain relevant and beneficial.

With a mean score of 3.57 and a standard deviation of 0.498, the study suggests variability in perceptions regarding the appropriateness of qualitative vs. quantitative data. Further research could examine how the types of data collected influence decision-making processes in agricultural NGOs. Given the variability in responses, research could focus on how the diversity and representativeness of stakeholders directly influence NGO performance. A comparative study across different stakeholder groups (e.g., community members, government, NGOs) could offer insights. This perceived insufficiency might limit the findings on how effectively local knowledge is being leveraged to enhance program outcomes. Further research could explore best practices and innovative methods for integrating local agricultural practices in a way that strengthens both program relevance and outcomes in KENAFF and other NGOs.

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