

**INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON  
PERFORMANCE OF CHURCH AND COMMUNITY MOBILIZATION PROGRAMME:  
A CASE OF THE ANGLICAN CHURCH OF KENYA.**

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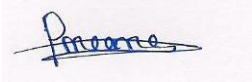
**A Research Project Report Submitted in Partial Fulfillment of the Requirements for the  
Award of Master of Arts Degree in Project Planning and Management.**

**UNIVERSITY OF NAIROBI.**

**2020**

## DECLARATION

I declare that this research project is my original work and has not been presented for an award in any other university or institution of higher learning.



17<sup>th</sup> August 2020

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## **DEDICATION**

This research project report is dedicated to Jonah, Sifa, Sian and Davie for their love, encouragement and support throughout the project period.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ACK</b>	Anglican Church of Kenya
<b>CBO</b>	Community Based Organizations
<b>CCMP</b>	Church and Community Mobilization Program
<b>CCMTD</b>	Church and Community Mobilization Transformation and Development
<b>FBO</b>	Faith Based Organizations
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NGO</b>	Non-Governmental Organizations
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization

## ABSTRACT

Monitoring and evaluation (M&E) has increasingly become a vital component in program performance. This is particularly because of the need to reduce failures of programs in the collaborative effort required to address the socio-economic challenges that has kept the gap widening amongst rich and poor nations. In Kenya, Church is a key player in addressing socio-economic challenges hence, the need for designing effective programs is paramount. This is also true for all the community-led initiatives. Most Church and Community-led initiatives/programs fail because of ineffective M&E practices where best processes are not incorporated. The study determined the influence of monitoring and evaluation practices on the performance of Church and Community Mobilization Program (CCMP) also known as Church and Community Mobilization Transformation Development (CCMTD), a Church and Community development project by Anglican Church of Kenya. CCMP was designed as a program that would fundamentally address the socio-economic challenges facing the Kenyan society effectively. However, the performance was not as was expected with the program performance rated at about 50%. The research was to; - establish the influence of monitoring and evaluation planning on performance of CCM Program, assess extent to which involvement of stakeholders in M&E influence performance of CCM Program. Additionally, to establish the influence that competency in M&E and examine how utilization of M&E results influence the performance of CCM Program. The design adopted to collect and analyze data was descriptive research. The main data collection methods were questionnaires containing structured and unstructured questions and interview guides for key informants in the CCM Program. The target population was 152 individuals obtained from 10 ACK Parishes in Thika Diocese and the CCMP national coordinators at ACK. A sample size of 106 individuals was selected. Reliability of data collection instruments was determined by use of Cronbach's alpha whose value was 0.724. Data was analysed using SPSS 24 with hypothesis tested by means of Analysis of variance (ANOVA). Study findings revealed an influence on performance of CCM Program by all variables at varied levels. M&E planning and stakeholders' competency in M&E gave a positive coefficients of 0.501 and 0.508 respectively indicating a positive relationship with performance of CCM Program. Additionally, stakeholders' involvement and utilization of M&E results had coefficients of 0.711 and 0.626 in that order signifying a significant positive relationship with performance of CCM Program. Linear regression was carried out on stakeholders' involvement in M&E to determine extent of their influence on performance of CCM program. The model yielded a 52.1% variability in performance of CCMP attributable to elements of stakeholders' involvement. A multiple regression model  $Y=2.07+0.93X_1+1.69X_2+0.9X_3+1.19X_4+ \epsilon$  (error term was derived for all the variables to determine relative input of individual variable to the dependent variable. The study recommends that CCMP should place more emphasis on stakeholder engagement with a view to addressing interests of such groups. In addition, there is need to carry out a thorough Stakeholders analysis and address individual indicators of variables to improve performance of CCMP.

**Key Words:** *Performance of CCM Program, M&E planning, Stakeholders' Involvement, Stakeholders' Competency in M&E and M&E results utilization.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Church initiatives remains a modern-day inclusive trend of corporate social responsibility recognized by scholars and business people who are keen at meeting socio-economic and environmental needs of society hence reducing disparity of rich and poor (Kagama, 2015). Hiagbe (2015) points to the dragging social and economic development within sub-Saharan Africa to be of key concern. Magezi (2017) notes that the role of the community whose one of the critical player is the Church, has gained significant recognition in leading community responses.

According to Haider (2009), the Church in Europe has played a major part in lessening socio-economic struggles of persons through Church initiatives alongside spiritual nourishment.

In Kenya, Churches are tax-exempted by the government on the grounds that they contribute to the fight against poverty. UNESCO notes that development is inseparable from culture and it is true that the church contributes greatly in shaping a people's culture. Kagama (2015) observes that there cannot be development in the society without factoring in religious beliefs and practices of people. Though the Church in Kenya has been a key player in community development through Church-led initiatives, there is no much impact as expected. As per the World Bank report of 2018, poverty in Kenya is still high, estimated at 29.2 percent with (14.2 M) people not able to access basic needs. Chigozie (2017) in a research carried out in Catholic Church diocese of Isiolo Kenya, noted that 50% of church sponsored projects end their processes when aid ends, an issue attributed to ineffective monitoring and evaluation. Monitoring is a continuing practice where Stakeholders acquire steady feedback on advancement geared toward realizing aims and objectives whereas evaluation points to meticulous and autonomous valuation of finalized or else continuing undertakings to determine the degree of realizing stated objective and facilitating decisions. The Church's potential to alleviate/reduce poverty could mainly be hindered by failure of programs, where M&E is a neglected component. He further observes that, participatory approach in M&E of programs promotes change of individual attitudes and community norms since the community members think deeply and examine their own behaviours, beliefs and attitudes and how they have contributed to the state they are in. According to Roy (2003), development is for the people and by the people. At the center of his argument, people determine sustainable development, which attributes to change of their attitudes leading to change in their habits and lifestyle.

There are number of initiatives spearheaded by the Churches among them schools, social centres, mission agencies and health centres that aim at the well-being of the communities. However, there seems to be disconnect on their impact and replicability probably due to the approach used. Most of the initiatives done by the Church are donor- funded, the church need not to be just a mere recipient or conduit for development aid, it needs to ensure its membership cultivate a culture of hard work and becomes the agents for spearheading development in their local communities. This is one of the reason the Anglican Church of Kenya began the program of Church and Community Mobilization, where the people are at the centre of determining their own development based on their felt needs.

### **Church and Community Mobilization Program (CCMP)**

One of the initiatives adopted by the Anglican Church of Kenya since 2002 is a Program known as Church and Community Mobilization (CCMP), also referred to as, Church and Community Mobilization Transformation Development (CCMTD). CCMP has been functional in more than 500 churches and communities in more than 14 countries in Africa since 2001 when it was designed (Njoroge, 2015). CCMP aimed at empowering individual members of the Church and community to design home-grown solutions to the challenges facing them, through locally available resources and not depend on the handouts from donors to cater for their needs. In addition to bringing about all-inclusive, spiritual, physical, economic and social transformation on the people involved by affecting the quality of life of the individuals, Church and Community through strengthening relationships among people and environment, improved livelihood and empowered people who make their voices heard with regard to the services they ought to receive from the government (advocacy). Generally, CCM Program envisaged an empowered community that take charge of its destiny without having to depend too much on external support, people addressing their physical and spiritual poverty and moving from dole-out oriented development approach to one where people significantly use their resources to meet own needs, yet taking the welfare of succeeding generation into consideration . CCMP has nine principles also known as CCMP pillars namely; holistic human transformation, relationships, sustainability, empowerment of people, process rather than product, reaching God-given potential, resources, changed change agents and local church transforming its immediate community. It is expected to be implemented in a cycle of five phases including, awakening phase, church and community description, information

gathering, analysis and decision making where each phase has specific outcomes in three levels, that is individual , church and community level. The over-riding outcomes for all the 5 phases, at individual, church and community level includes; understanding one's purpose in life, ability to discover resources within and using them in a sustainable way to address their socio-economic challenges. In addition, joining of hands to form saving and investments groups, reaching out to the community and strengthening relationships, addressing societal issues facing them through advocacy, individuals and groups designing the most appropriate projects to help them meet their needs and finally people mind-sets, perceptions, beliefs and over-reliance on external support altered. CCMP has factored in monitoring and evaluation as a major component that is meant to check on the process and achievement of intended outcomes at all levels. However, the performance of CCM Program was not satisfactory. This is contrary to the strong persuasion that the Anglican Church of Kenya had on the program as the best approach of bringing about development. Some of the loopholes pointed out during monitoring and evaluation is ineffective follow-up and administrative issues brought about by transitions of the people spearheading the program and mandated with monitoring and evaluation. This therefore, necessitated establishment of whether monitoring and evaluation practices loopholes could be the main contributor to the discrepancies that were experienced. Adoption and execution of proper monitoring and evaluation practices ensure good process check, ownership and sustained retention of benefits realized by projects/programs. M&E becomes an essential part of program design as it brings about logical reporting, ensures accountability, and quantifies efficiency and effectiveness in addition to stimulating continuing learning and augmented decision making (Kihuha, 2018).

Monitoring and evaluation practices are particularly important at each phase of a program since they allow an ongoing review of the progress and effectiveness of a program. A number of variables contribute to Program performance inter alia; M&E planning, Stakeholders' involvement, competency of stakeholders in M&E and utilization of M&E results. Assessing these practices is vital to appreciate program achievement and deficiency informing decisions on the means to enhance program performance.

The research considered influence of monitoring and evaluation practices on performance of Church and Community Mobilization Program, a project of Anglican Church of Kenya in Thika Diocese.



## **1.2 Statement of the Problem**

The Church is a key player in community development and is involved in initiatives aimed at poverty alleviation and social transformation. The Church and Community Mobilization Program (CCMP) as one of the programs widely implemented by Anglican Church of Kenya in eleven (11) dioceses nationally and in two hundred and thirty four (234) local churches/parishes aimed at capacity building in the Church and community. The capacity building is aimed at ensuring that the church and the community is self-dependent in meeting their own needs and hence addressing the socio-economic challenges they face. In local churches where the CCM program has been well implemented, immense change has been witnessed. The changes have been the increased number of people participating in capacity building sessions, improved livelihood, and individuals starting income generating projects. In addition, strengthened relationship between the church and community has improved, enhanced care for the environment, people coming together to join hands to begin saving and investment groups, individual change of attitude and beliefs towards handout and better living standards.

In Thika diocese, 16 local churches implemented the CCM program whose goal was to deal with the aforementioned socio-economic issues facing the churches and the community. The program was to be implemented in five phases. However, 6 churches managed to carry on beyond the third phase (information gathering). The performance of the CCM programs as measured by their ability to be responsive to people's felt needs, phases completed, percentage of members participating in the organized capacity building sessions for each phase, strengthened relationships and the number of investments and saving groups formed as a result of the CCMP has not been as expected. Additionally, the number of individual and group projects initiated, Church and community projects initiated, advocacy issues identified in the community and the solutions sought has not also been impressive. This state of affairs was common with almost all the CCM programs. For instance, out of the 234 churches involved, there has been a success rate of about 50 % with some of the programs dying off at the first phase. The program's other intentions were to bring about a change of perceptions/attitudes and beliefs of the people participating in the Program towards donor support, reliefs and handouts. This objective has again not been achieved.

The programs' potential to address the socio-economic challenges could mainly be hindered by failure in adopting Monitoring and Evaluation practices. While CCMP had factored in Monitoring and Evaluation, the inability of all the 16 churches in Thika Diocese to complete the 5 phases of

CCMP begs the question on whether the necessary process was followed to ensure the achievement of the required outcomes. For example, it was not clear whether the program had employed planning or utilized M&E results. It was also doubtful whether the stakeholders were involved in designing the program. It is against this background that the study sought after establishing whether practices such as M&E planning, stakeholder involvement, competency of stakeholders, and M&E results utilization has any influence on performance of Church and Community Mobilization Program of Anglican Church of Kenya in Thika Diocese.

### **1.3 Purpose of the study**

The study investigated influence of monitoring and evaluation practices on the performance of Church and Community Mobilization Program in the Anglican Church of Kenya (ACK), Thika Diocese.

### **1.4 Objectives of the study**

This study was guided by the following objectives;-

- i. To establish influence of planning in Monitoring and Evaluation on the performance of CCM Program.
- ii. To assess extent to which involvement of Stakeholders in M&E influence performance of CCM Program.
- iii. To assess influence of stakeholder competency in M&E on the performance of CCMP Program.
- iv. To examine influence of M&E results utilization on the performance of CCM Program.

### **1.5 Research Questions**

This study sought to answer the following questions;

- i. How does Monitoring and Evaluation planning influence performance of CCM Program?
- ii. To what extent does involvement of stakeholders in M&E influence performance of CCM Program?
- iii. How does competency of stakeholders in M&E influence performance of CCM program?
- iv. How does utilization of M&E results influence performance of CCM Program?

## **1.6 Research Hypothesis**

The research sought to test the following hypothesis;

- i. H<sub>01</sub>: There is no relationship between planning in M&E and performance of CCM program.  
H<sub>11</sub>: There is a relationship between planning in M&E and performance of CCM Program.
- ii. H<sub>02</sub>: Involvement of stakeholders in M&E has no influence on performance of CCM program.  
H<sub>12</sub>: Involvement of stakeholders in M&E has influence on performance of CCM Program.
- iii. H<sub>03</sub>: Competency of stakeholders in M&E has no influence on performance of CCM program.  
H<sub>13</sub>: Competency of stakeholders in M&E has influence on performance of CCM Program
- iv. H<sub>04</sub>: Utilization of M&E results has no influence on performance of CCM program.  
H<sub>14</sub>: Utilization of M&E results has influence on performance of CCM Program.

## **1.7 Significance of the Study**

The study is important to the Church fraternity in that it will help them weigh the efficacy of their M&E practices in programs with an aim of enhancing program performance.

The study findings will provide Faith Based Organizations (FBOs) with know-how on monitoring and evaluation practices impact on program performance hence guide them in design of their capacity building Programs for their member churches especially on the area of projects design and implementation

Non-Governmental and Community Based Organizations will benefit from this study since it may be utilized as a guide on degree of incorporating monitoring and evaluation practices in Community-led initiatives. This will create a mechanism to mitigate or reduce poverty in the neighbourhoods.

Researchers and Scholars will find the research helpful in that it enhances the body of knowledge as a reference document to those undertaking further studies.

### **1.8 Delimitation of the Study**

This study concentrated on monitoring and evaluation practices in ACK CCM Program in Thika Diocese. Though there could be other influencers of the performance of CCM program, the main focus was on Monitoring and Evaluation Planning, Stakeholder Involvement, Competency of Stakeholders and M&E results utilization as they represented the researchers' interest.

### **1.9 Limitations of the Study**

This research was conducted in ACK, CCM Program that may not allow generalization to other Church projects. However, it may be applied to other Church- Community development programs with similar characteristics.

There was a bit of suspicion on the intentions of the research from a few respondents. This was countered by clearly explaining that purpose of the research was only academic and their individual details were not to be shared.

Collection of data was a little bit tricky because of Covid-19 restrictions. The researcher employed different strategies of data collection including online google forms and emails.

Data collection instruments were subject to respondent biases thus may not have been 100% accurate. Validity and reliability was done to counter this limitation.

### **1.10 Basic assumptions of the study**

The assumption was, that respondents would understand instruments of data collection. This assumption was valid to enable the collection of accurate and valid data that would enable the analysis and the drawing of authentic conclusions and recommendations.

### **1.11 Definitions of Significant Terms**

**Competency-** Refers to the capacity, knowledge, requisite skills of the person on the aspects relating to M&E.

**Evaluation-** refers to periodic assessment/ information collection to ascertain the deviations or best practices and to use the information for decision-making and improvement of the program.

**Monitoring-** Continuous collection of vital information/review to check against the set objectives of the projects

**M&E Practices-** Best practices to incorporate in design of M&E of program, actual application of monitoring and evaluation ideas/ beliefs/methods as opposed to the theories relating to it.

**M&E Results** –Findings/information obtained from the M&E activities carried out.

**Performance of Program**-the total quality of a program on its responsiveness to people's felt needs, phases completed, members participation and consistency in the capacity building sessions, strengthened relationships with the community, saving and investments groups formed, individual and group projects initiated, advocacy issues identified and solutions sought, change of individual attitudes, beliefs and perceptions towards handouts and external support.

**Stakeholders-** An individual, a group of individuals or an institution with a significant interest on success or failure of CCM Program including the Church members, church leadership, clergy, CCM program coordinators, community members and the program donor.

**Stakeholder Involvement-** Active and broad participation of users, beneficiaries and all interest entities in Monitoring and Evaluation

### **1.12 Organization of the Study**

This study is organized into five chapters. First chapter covered introduction which included background of study, problem statement, purpose of the study, objectives of the study, research questions, hypothesis, basic assumptions of the study, limitations, delimitations, definition of significant terms and the organization of the study. Second Chapter covered literature review, which discusses the concept of program performance, monitoring and evaluation practices influence on performance of programs, research objectives, theoretical and conceptual framework of the study, knowledge gap and summary of reviewed literature. Third chapter was on research methodology including; - research design, the target population and sample size, sampling procedures, data-collection and piloting of research instruments. In addition, it describes reliability and validity of research instruments, data-collection procedures and analysis technique, the ethical consideration and operational definition of variables. Forth chapter include data analysis, presentation and interpretation coupled with discussion of findings and lastly, the fifth chapter consists summary of findings, discussions, discussions and recommendations. In addition, it includes suggestions to further research including contribution to body of knowledge.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

The chapter highlights key variables and describes the theory and conceptual framework underpinning this study. The review, therefore, was on influence of M&E planning, Stakeholder Involvement in M&E, Stakeholder Competency and M&E results utilization in relation to their influence on performance of a program.

#### 2.2 The concept of Program performance

Jerome (2010) defines Program performance as the over-all quality of a program on its impact to beneficiaries and interventions sustainability. Duncan (2009) argues that project success requires quality compliance to the specifications and suitability for use. This is such that, the ultimate performance of a project is achieved through keeping it within the allocated time, scope and meeting the required criteria, functionality, safety and environment protection.

Wideman (1996) approached project performance (Success) by categorizing four time dependent groups. That is; core program objectives (efficiency throughout the program), paybacks to customer (efficacy in short-term), direct contribution in intermediate-term and future opportunity (long-term). This focuses on both present and future in that during execution, a program may be unsuccessful with regard to time and cost but yet still thrive on the outcome. Shenhar (2007) notes that project success has been measured by the process perspective; i.e. being on time, within budget and meeting requirements. He however notes cases where the process has not been met yet the product (customer satisfaction) proved to be very successful. Worth noting is that optimum success of a program is obtained when both process and product perspective are achieved. The CCM Program is measured based on the number of complete phases and responsiveness to people's felt needs, change of individual attitudes, beliefs and perceptions towards development, donor support and handouts, percentage of members participating and consistent in the organized capacity building sessions for each phase, the number saving and investments groups formed as a result of the CCM program. In addition to the number of individual and group projects initiated as a result of the Program, Church and community projects initiated, advocacy issues identified in the community and the solutions sought, as well as improved livelihood. The performance is evaluated on both the effectiveness of the process and achievement of the desired outcomes.

### **2.3 Monitoring and Evaluation and Program Performance**

(Adra, 2007) defines monitoring as continuing process of information collection and analysis enabling comparison on effectiveness of project, policy or a program implementation against projected outcomes. This is aimed at providing stakeholders and project coordinators with constant feedback and early signals of advancement or their absence towards achieving envisioned outcomes. Further, evaluation, is the logical unbiased review of finalized or continuing program, program as regards its design, implementation and outcomes to determine significance and accomplishment of aims, its efficiency, efficacy, influence and survival. This means that evaluation need to avail facts that enables integration of learnt lessons towards making of decisions by stakeholders. Monitoring and Evaluation is regarded as the practice that brings together the key and interested parties to engage in reviews of a particular initiative and is a vital component of project performance as it implies overseeing the process of implementation as well as assessing the worth of the project( Renitha, 2015).

M&E is constantly evolving in terms of implementation and growth. To develop an organizational culture of evaluation and make it part of the system, implementation process is so vital. The Church funded initiatives needs to have a clear M&E design institutionalized in the planning of the programs (Richard Crisp, 2016).

Kihuha (2018) notes that monitoring and evaluation practices have to be incorporated at all levels to facilitate accountability and making of decisions at the level of policy and programs. Khan (2013) agrees with this and argues that monitoring and evaluation practices are very vital and should not be overlooked even though their implementation have substantial cost. This therefore emphasis on the importance of the Church and Community initiatives to factor in M&E practices in their program design. Abdi (2017) notes the vital role played by M&E in program performance and recommends that such practices like planning and capacity building need to be incorporated in the M&E structures.

Monitoring and Evaluation practices is not an exercise that can be exceptionally left to ad hoc advisors and consultants at the “head office”, several stakeholders possible need be engaged (Ober, 2012). It is also crucial for the implementers to make sure proper planning for M&E, the stakeholders involved have the competency required and the M&E results are utilized to better the program.

Mugambi (2013), agrees with the involvement of stakeholder by stressing on the importance of promoting participatory approach to development and implementation, from defining the goals, monitoring the process and evaluating the project influence since it promotes change of individual attitudes and community norms. He further states that involvement of people is in itself a capacity building activity on project management because it ensures the project advances people's felt needs and thus become more responsive to the home-grown settings. When appropriately designed and implemented, M&E systems keeps projects on track and provide information to reassess opportunities.

### **2.3.1 Planning in Monitoring and Evaluation and Program Performance**

Planning is defined as means of decision making to design a desired future by articulating means of implementation before effecting (Gyorkos, 2011). It answers questions such as what, when, how, by whom and with what. While most scholars argue that Monitoring and Evaluation plans be prepared in the course of program planning, a small number argue its better done once planning stage is complete but precede design stage of a program (Phiri, 2015). M&E planning is key as it stipulates an organized way of carrying out the process in that it ascertains key performance data to collect, identifies activities, develops a timetable, and assigns responsibilities and roles as well as method of analysing data that is settled on.

According to a research carried out in Rwanda on monitoring and evaluation planning influence to project performance, (Hubert, 2018), observes M&E plans had a direct influence to program performance. He argued that good planning is like a basis for any M&E in that it stipulates the capacities/skills needed, the essential resources, the form of data needed to measure performance of the project, strategy to collect the identified data, the person responsible to collect the data, frequency and the format.

### **2.3.2 Stakeholders Involvement in Monitoring and Evaluation and Program Performance**

Stakeholders are individuals or group of individuals who are likely to be affected by, affect or else recognize themselves as partakers of Program activity, outcomes or decisions. (PMI, 2013). According to Chigozie (2017) stakeholders' involvement comprises various degree of individual or collective participation which may entail financial, physical contribution, social and/or political input at diverse phases of a program.



Moningka (2010) views stakeholders' involvement as a process of participation of people at diverse echelons of the life cycle of program. Involvement of various Stakeholders in monitoring and evaluation, especially, beneficiaries of a program enhances their understanding of the project/program besides their main concerns and essentials being factored in the actions. This encourages them to maintain the operations of the project after the facilitating organization has left.

Kagunya (2018) observes that stakeholders' involvement is more important than ever because of the interconnected nature of the program activities, an idea supported by (Magassouba, 2019) who notes that stakeholders' participation play a significant part in program performance in that, their involvement is fundamental and capital. Any project be it economic, social, educational, environmental, needs an active commitment of all stakeholders. Lack of engagement in monitoring and evaluation lead to challenges of stakeholders' owning the project/program, hence failing to meet its optimum success.

A study conducted by Nyabera (2015) on involvement of stakeholders in project implementation for Compassion International assisted program in Mwingi Kenya shows that involvement was so minimal in monitoring and evaluation. This case remains common in church project/programs where monitoring and evaluation is seen as a component to be undertaken by the donors and the higher offices and not the beneficiaries. A wide number of researchers depict stakeholder involvement as a potential contributor to project performance.

Participation in community led-projects/programs can be traced back in 1940s according to a paper commissioned by UNESCAP on rural development and poverty reduction participatory approaches in Nigeria (Guimaraes, 2009). Stakeholders' involvement is crucial to performance of any project/program at the level of the community since the beneficiaries views are incorporated in the decision making.

### **2.3.3 Competency of Stakeholders in Monitoring and Evaluation and Program Performance**

Several studies and surveys point to deficiency of capacity skills as a factor to why failure is experienced in community led projects. One of the ways of ensuring competency is through long-term involvement and training. Training is a sub-system of an organization, which emphasize on improvement of individuals or groups. According to a study carried out by Shihemi (2016), competency largely enhances the performance of a project, a statement (Pandey, 2005) agrees on

as he observes that community based strategies and capacity building improve on community problem solving skills. Training on M&E enhance the stakeholders' competency in carrying out M&E activities.

Ngatia (2015) claims that for sustainability of M&E systems, building human capacity is paramount. In addition, M&E training and development both formal and informal is critical for objective monitoring and evaluation of programs because trainings lead to attitude change, knowledge and capacity to do a SWOT analysis of the community. An extensive training and induction is vital in building necessary skills that are essential for carrying out an M&E. There are no quick fixes in training, it is long term and continuous. Wanyoike (2015) observed that training remained a major factor on how Monitoring and Evaluation is undertaken in that it offered the codes, procedures and tools useful in M&E processes. Most scholars agree that training is a major component in building the stakeholders competency in M&E.

Tshitangoni (2010) observes that competency is a critical component in project/program performance. Further, (Sharma, 2003) on competency level in M&E research in light of a theory of planned behaviour demonstrated that competency influence performance. Competency in M&E is agreed upon by most scholars as one of the M&E practices contributing to program performance.

#### **2.3.4 Utilization of Monitoring and Evaluation results and Program Performance**

Monitoring and Evaluation is done with an intention of providing feedback on project component and processes, detect contextual shifts and changes for accountability and to inform decisions. Mackay (2007) argues that M&E results utilization is essential to program performance in that it ensures deviations are corrected and the project remains on track. In addition, it shows beneficiaries/stakeholders feedback is incorporated and guide on suitable modifications of project actions. Ntiniya (2016) observes that record keeping, documentation and constant communication by the Kajiado East CDF committee, project beneficiaries and other stakeholders were able to access the findings of their feedback on the project freely which contributed to ownership of the project. In addition, feedback provided the basis upon which appropriate and timely corrective actions and strategic decisions were made. This is contrary to a study by Ngatia (2015) which indicated negative relationship on utilization of M&E results and project success in Murang'a County with all other variables held constant. However, this may have been occasioned by, data

quality and accuracy of M&E findings as some respondents were using online information systems while others did not have any information system in place.

## **2.4 Theoretical Framework**

Theories are a set of ideas or suggestions that are formulated to explain, predict, challenge or extend existing knowledge by bringing forth an orderly outlook of a phenomenon. This study was guided by Theory of Change (ToC) and Realistic Evaluation Theory (RET).

### **2.4.1 Theory of Change**

The Theory of Change, originally put out by Carol Weiss in mid 1990s began in the United States in the setting of refining the Evaluation theory and practice in community and/or societal initiatives. TOC is defined as theory showing ‘by what means’ and ‘reason’ an initiative workings, which is, a progressive actions leading to long-term goal and influences between the activities and products of a Program. Cox (2009) notes that ToC works not just by generating knowledge on the effectiveness of a project or program, but also explains the processes and the methods a program/project practises to be successful. The Theory of Change offers a typical way of by what means a program works and roadmap to program intended outcomes. Setlhako (2013) drives the point home by noting that monitoring and evaluation checks and defines the roadmap however ToC provides the base for arguing that a program is causing impact. The suggestion by this theory is that by grasping what the program is aiming to achieve, how and why, the stakeholders can assess and check outcomes and how they relate to the baseline theory. Mackay, (2007) observes the need to understand performance beyond the knowledge of just ‘what works’. This is supported by Jones (2011) who alludes that, monitoring and evaluation aids to collect sufficient information imperative to envisage with a level of confidence in what way a program and established undertakings may work in diverse context or adjustment needed for comparable or enhanced outcomes therefore affecting performance of program.

CCMP is a Program that has mini- steps leading to long-term goal of the well-being of its beneficiaries. CCMP works differently for different people in different situations. It therefore relates well to the theory of change in that performance is determined based on resultant change in comparison to how the situation was before the intervention.

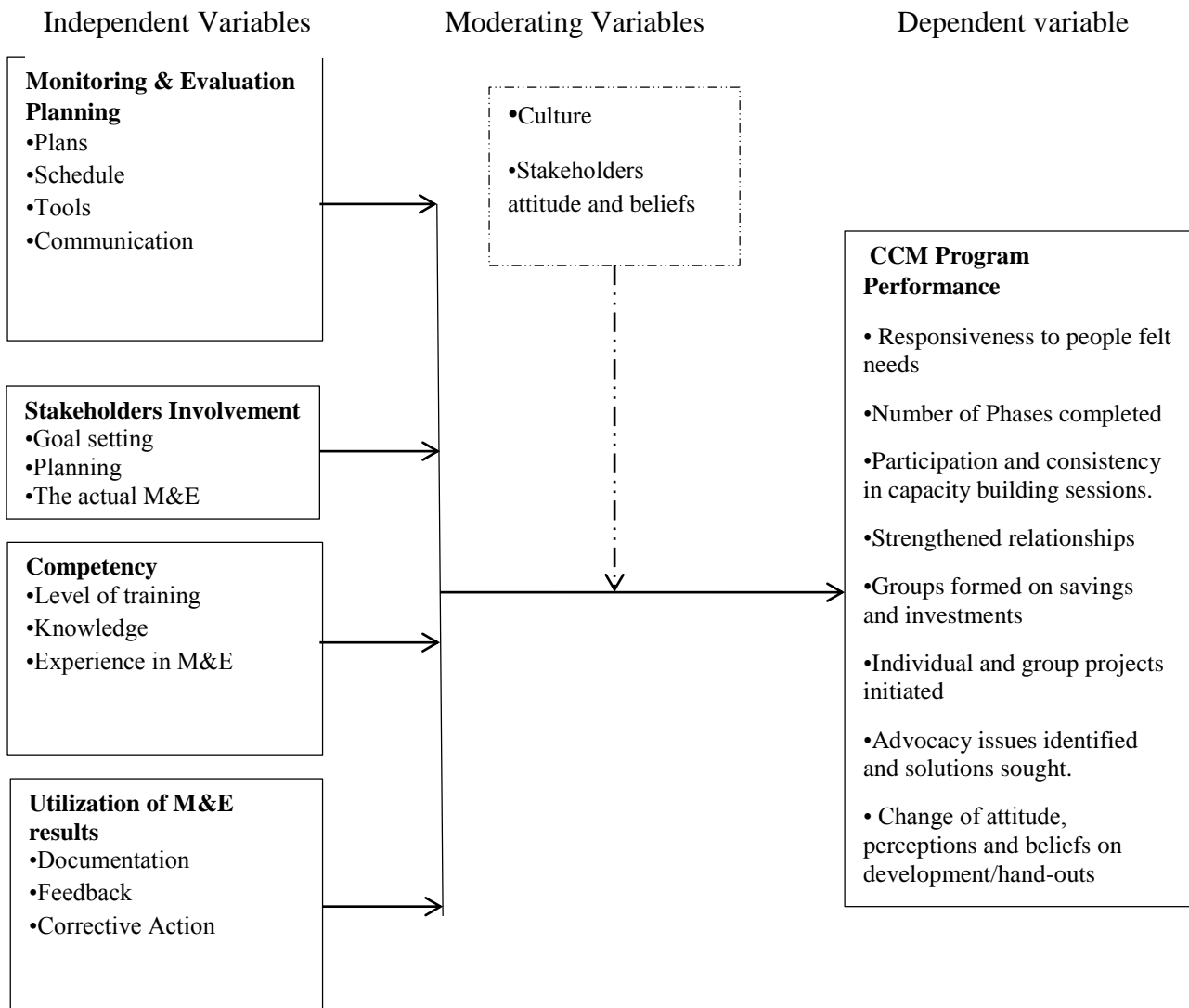
### **2.4.2 Realistic Evaluation Theory**

Pawson first published realistic Evaluation theory in 1997. It offers a definitive centered on establishing the outcomes produced from program interventions, the process of production and what is noteworthy about fluctuating settings in which interventions take place (Tilley, 2004). It is a sort of theory-driven evaluation technique used in evaluating social Programs. Realistic evaluation methods recognize that there are many intertwined variables functioning at different intensities and levels in the society. Therefore, this method suits multifaceted social intervention as compared to traditional cause-effect, non-contextual methods of study. The realistic technique recognizes Programs may not inevitably work for everybody, as individuals are different and set in in different setting. Its basis is what works for who in what conditions, in what respects and in what way. This enables the assessor to comprehend what aspects of an intervention makes it successful and the background influences required to replicate the intervention in other places (Louis Cohen, 2007). Success of a Program is thus not dependent on the results alone (Cause-effect), reasonably, there is a consideration of the speculative mechanisms that are applied and the social- historical context where the Program are executed.

This theory relates to the study as M&E Planning, Stakeholder involvement and Competency in M&E and utilization of M&E results were studied toward ascertaining their influence on performance of program. CCM program is a complex social intervention that was implemented in diverse settings. The outcomes of the Program though well thought, they are not strictly the same thus its performance would not be measured on outcomes alone, the context would be put in consideration.

### **2.5. Conceptual Framework**

Mugenda (2003) describes a graphical association of independent variables and dependent variables as the conceptual framework. The relationship between monitoring and evaluation practices and CCM Program performance is presented in Figure 1.



**Figure 1: Conceptual Framework showing influence of M&E Practices on Performance of CCM Program**

## 2.6 Knowledge Gap

Table 2.1 highlights summary of knowledge gap on reviewed literature.

**Table 2. 1: Summary of Knowledge Gap**

Objective	Author and Year of Publication	Title of the study	Study Findings	Knowledge gap established
	Hebert (2018)	Influence of Monitoring and evaluation on project performance. A case study of selected NGOs in Gasabo District, Rwanda.	The study found out that M&E has a direct influence on performance of a project. However the study did not focus on the Church and Community programs	This study focussed on the M&E planning that includes the M&E planning, schedule, tools and communication
	Chigozie (2017)	Factors Influencing sustainability of church funded projects. A case of the catholic diocese of Isiolo, Kenya	The study found that community participation influences project implementation and the need to involve the community at various project cycles to ensure ownership. However the study focus was not on Stakeholder involvement in light of M&E	This study focused on stakeholder involvement in M&E specifically in goal setting, planning and the actual M&E activities.

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Wanyoike (2015)	Influence of project Monitoring and Evaluation on performance of youth funded Agribusiness projects.	The study found staff training as a huge determinant of how M&E is carried out. However the study did not establish the influence of competency of stakeholders in M&E	This study focused on Church and community mobilization projects, specifically the competency of stakeholders in M&E, level and training relevance
Shihemi (2016)	Influence of M&E tools on the performance of building and construction projects in Kenya public universities. A case of UON	The study found that the monitoring and evaluation enhances project performance largely. However, the study did not cover the utilization of Monitoring and Evaluation findings.	This study focuses on the utilization of M&E results in terms of documentation, feedback mechanisms, strategic decisions and corrective actions

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## 2.7 Summary of Chapter Two

Existing literature on monitoring and evaluation practices and how they influence program performance was reviewed in this chapter. Four practices reviewed included, M&E planning, Stakeholders' involvement, Stakeholders' competency in M&E and utilization of M&E results which formed the basis for the theoretical framework. Conceptual framework showing relationship amongst variables; independent and performance of CCMP (dependent) is also covered. This review contributed background information based on previous studies upon which comparisons of the study in question were analysed and research conclusions and recommendations made.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter, general framework is provided for procedures and techniques applied in data-collection and analysis under subsequent subheads inter alia; research design, target population and sample size, sampling procedures, data collection instruments and procedures, data analysis techniques, ethical considerations as well as operational definition of variables.

#### **3.2 Research Design**

Orodho (2003) defines research design as an outline followed to obtain answers to study problems. Descriptive design was adopted since it encompasses naturalistic data. According to Mugenda (2003), a descriptive research defines and presents the facts as they are. The use of descriptive survey enabled the researcher to establish facts without manipulation of data.

#### **3.3 Population of Study**

Borg and Gall (2009) describes population under study as universal members of actual or assumed set of persons, happenings or entities towards which a Researcher wishes to make inferences of outcomes. Population of study consisted of 152 individuals involved with the CCM Program in 10 local Churches of the ACK Thika Diocese.

##### **3.4.1 Sample Size**

Mugenda (2003), notes that it is very difficult to deal with the whole of population of study especially where large population is involved thus the need of the researcher to determine a sample size. It is a subject of a particular populace while sampling frame is referred to as a list of items or people forming a population where a sample is taken. Schindler (2003) notes that sampling is the selection of a specified number of subjects in a distinctive population as characteristic of the population. A sample size of 106 individuals was drawn from CCM Program in Thika Diocese in 10 local churches and the National CCM Program Coordinators.

The probability sample size was obtained using Yamane's formula (1967) using levels of precision (e) at 5%, confidence level of 95% and a degree of variability (p) equivalent to 50% (0.5).

$$n = \frac{N}{1 + Ne^2}$$



Where; - n is sample size, N is study population e is precision level of 5% n= 106,

The Population and sample size is presented in Table 3.1

**Table 3. 1: Population of Study and Sample Size**

<b>Category</b>	<b>Study Population</b>	<b>Sample Size</b>
National CCM Program Coordinators	2	2
Diocesan Coordinators	3	2
Clergy	5	3
CCMP Facilitators	25	18
CCMP beneficiaries	11	7
Church Leaders (6) per church	90	63
Service Members	16	11
<b>Total</b>	<b>152</b>	<b>106</b>

### **3.4.2 Sampling Procedure**

Researcher used probabilistic and non-probabilistic sampling to come up with sample size. Purposive non-probabilistic sampling technique was used to get individuals with responsibility, skills, knowledge and experience in the supervision of CCM Program including, National Coordinators and the regional (Diocesan) coordinators. Kerlinger (1986) expounded on purposive sampling as a kind of non-probability technique characterized by use of judgement and thoughtful determination to get representative samples by including critical categories or clusters in research sample. Purposive sampling was partially applied due to ability to judge the subjects that are a typical representation of phenomenon under study and are knowledgeable on research issue.

### **3.5 Data Collection Instruments**

Collection of data applied questionnaires and interview schedules that was more related to questionnaire to get more clarity. Abawi (2014) defined questionnaire as an instrument of data collection comprising a series of queries coupled with further prompts for gathering information from respondents. This study questionnaire consisted of structured, unstructured and matrix questions. The structured questions were for example the general question, indicate your age, and

matrix questions were the ones where Likert scale was applied. Additionally, Mugenda (2003) states that use of interviews have an advantage in that they make available in-depth data, which may be impossible to get by use of questionnaires. The researcher used a semi-structured guide to get information from mainly the CCMP national coordinators and diocesan coordinators.

### 3.5.1 Piloting of Research Instruments

Questionnaires were pre-tested to address any vagueness and help enhance validity. According to Mugenda (2003), a pre-test sample of 1% to 10% of study population is adequate depending on size of the sample. Eleven (11) questionnaires were distributed to individuals with similar characteristics to the target population as pre-test sample. This represented 10.4% of the target population. This pilot test sample didn't form part of the actual study.

### 3.5.2 Validity of Data Collection Instruments

Data collections instruments were tested by content validity method to ascertain inclusion of all key areas in the research instrument. A pilot test on the questionnaires was done on some selected individuals in population to gauge if results characterises concept under research. According to Creswell (2009), validity is the extent to which all the indication points to envisioned interpretation of assessment scores for proposed purposes.

### 3.5.3 Reliability of Data Collection Instruments

Prior to main collection of data process, a pilot study involving eleven (11) respondents was undertaken by random sampling of the study population. The data was analyzed and Cronbach's Alpha coefficient derived for the four independent variables and the dependent variable. The results are presented in Table 3.2

**Table 3. 2: Reliability of the Questionnaire**

<b>Study Variable</b>	<b>Cronbach's alpha (<math>\alpha</math>)</b>	<b>Number of Items</b>
Monitoring and Evaluation Planning	0.721	6
Stakeholder Involvement	0.713	7
Competency	0.709	5
Utilization of M&E Results	0.705	6
CCMP Performance	0.724	9

The findings in Table 3.2 pointed out that the five variables had Cronbach's Alpha coefficients greater than 0.7 and therefore respective questions considered reliable as argued by Bland and Altman (1997). According to Bland and Altman (1997) Cronbach's alpha with values higher than 0.7 points to acceptable internal consistency of a questionnaire. The coefficients varied across the sets of questions. Questions on CCM Program performance were found to be the most reliable with a coefficient of 0.724 while those on utilization of M&E results had least reliability coefficient of 0.705.

### **3.6 Data Collection Procedures**

Necessary permits and approvals were obtained from the ACK CCM Program Provincial (National) coordinator prior to administering the questionnaires to participants for data collection. There was self-administration of the questionnaires. In addition, online google forms were used due to covid-19 and interviews were scheduled with key informants.

### **3.7 Data Analysis Techniques**

Rossmann (2016) describes analysis of data as means of creating orderliness, arrangement and sense to collected raw data which involves a consistent use of statistical and rational procedures to define, summarise, recap, and assess data (Shamoo, 2003). Statistics both descriptive and inferential including frequency, percentages, averages and standard deviation summarized the collected data. Statistical package for Sciences (SPSS) software version 24 was used for analysis of coded data. Correlation and regression was employed to determine link between M&E practices and CCM Program performance because of its effectiveness in determining effect of dependent variable over changes in the independent variable.

### **3.8 Ethical Considerations**

Creswell (2009) considered a number of ethical issues in research inter-alia; personal disclosure, authenticity, credibility of the report and personal privacy of the respondents. He further emphasizes the need of ensuring the participants are not exposed to risks and the vulnerable populations are respected. Mugenda (2003) further highlights the need for voluntary and informed consent to all participants and professionalism in the conduct of research. This research was dedicated to academics only and high degree of professionalism and the ethical issues cited above guided its conduct.

### 3.9 Operational Definition of Variables.

Table 3.3 highlights operation definitions of variables for the study.

**Table 3. 3: Operational Definition of Variables**

<b>Variables</b>	<b>Indicators</b>	<b>Measurement scale</b>	<b>Data Method</b>	<b>Analysis</b>
<b>Independent</b>				
<b>1. Planning in M&amp;E</b>	2. M&E framework. 3. Schedule and Tools in place or not 4. Communication	Ordinal		Descriptive statistics & Inferential statistics
<b>2. Stakeholders Involvement</b>	1. Extent of stakeholders involved in goal setting 2. Extent of involvement in M&E Planning 3. Level of involvement carrying out actual M&E	Ordinal		Descriptive statistics & inferential statistics
<b>3. Competency on M&amp;E</b>	1. Stakeholders trained in M&E 2. Training Level 3. Relevance of the training 4. Experience/ Knowledge on M&E	Ordinal		Descriptive statistics & Inferential statistics
<b>4. Utilization of M&amp;E Results</b>	1. Documentation 2. Feedback 3. Strategic Decisions 4. Corrective actions	Ordinal		Descriptive statistics & Inferential statistics
<b>Dependent Variable</b>				
<b>Program Performance</b>	1. Performance of CCM Program 2. Program addressing people's felt needs 3. Phases completed 4. Strengthened relationships 5. Advocacy issues and solutions 6. Participation and consistency	Ordinal		Descriptive statistics

- 
7. Savings and investments  
groups formed
  8. Change of attitude,  
perceptions and beliefs
-

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

Section four describes data analysis, presentation and interpretation on influence of monitoring and evaluation on performance of Church and Community Mobilization Program of the Anglican Church of Kenya. The particular areas covered include the questionnaire return rate, demographic information of respondents, descriptive results on M&E practices, inferential statistics and interpretation of findings.

#### 4.2 Questionnaire Return Rate

Out of One-hundred and six (106) questionnaires administered to the sample respondents, ninety-three (93) were returned. This was a return rate of 87.7%, considered satisfactory in social research according to Mugenda (2003) which set a threshold value of 70%. Responses summary are illustrated in Table 4.1

**Table 4.1: Questionnaire Return Rate**

Department	Administered Questionnaires	Total Completed	Response Rate (%)
National CCMP Coordinators	2	2	100.0
Diocesan Coordinators	2	2	100.0
Clergy	3	2	66.7
CCMP Facilitators	18	15	83.3
CCMP beneficiaries	7	5	71.4
Church Leaders (6) per church	63	58	92.1
Service Members	11	9	81.8
<b>Total</b>	<b>106</b>	<b>93</b>	<b>87.7</b>

#### 4.3 Demographic Characteristics of Respondents

Demographic data included in the study comprised gender of respondents, age brackets of respondents, highest level of education and duration of involvement with CCM Program.

##### 4.3.1 Gender of the Respondents

Two options were provided to the respondents to choose their gender of either male or female provided. The assessment pursued establishing representation of Stakeholders in CCM program. The results obtained were as shown in Table 4.2

**Table 4. 2: Gender of the Respondents**

<b>Gender</b>	<b>Number</b>	<b>Percentage (%)</b>
Male	59	63.6
Female	34	36.4
<b>Total</b>	<b>93</b>	<b>100</b>

Study findings indicated majority of stakeholders in CCM Program were male 63.6% while female gender only accounted for 36.4 %. This may mean that more male are involved in CCM Program.

#### **4.3.2 Age of Respondents**

Four age brackets were provided and respondents asked to indicate by ticking the one which corresponded to their ages. The results were as presented in Table 4.3

**Table 4. 3: Age Bracket of Respondents**

<b>Age Bracket (years)</b>	<b>Number of Respondents</b>	<b>Percentage in the age Bracket (%)</b>
Below 30	0	0.0
31 – 40	18	19.6
41 – 50	41	44.6
Above 50	33	35.9
<b>Total</b>	<b>92</b>	<b>100</b>

Finding showed the majority of stakeholders (44.5 %) are aged between 41 and 50 years. A significant percentage (35.9%) are 50 years and above. However, none of those sampled was below 30 years of age. From the results, it may be inferred that a majority of those involved in CCM program are the aged persons whereas the youth are not.

#### **4.3.3 Highest Level of Education**

A list of levels of education were provided to the respondents to indicate one that corresponded to their highest academic qualification. The results were analysed and presented in Table 4.4

**Table 4. 4: Highest Level of Education of the Respondents**

<b>Highest Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Secondary	19	21.1
College	53	58.9
University	17	18.9
Other	1	1.1
<b>Total</b>	<b>90</b>	<b>100.0</b>

Majority of the stakeholders (58.9%) had college qualification as highest level of education as per Table 4.4. A sizeable fraction had attained secondary and University level at 21.1 and 18.9 respectively.

#### **4.3.4 Duration of Involvement with CCMP**

The respondents were requested to give number of years during which they had been involved in Church and Community Mobilization Program. Results were summarized in Table 4.5

**Table 4.5: Duration of involvement in CCM Program**

<b>Duration (years)</b>	<b>Frequency</b>	<b>Percentage</b>
Under 1 year	0	0.0
1 – 3	9	10
4 – 6	81	88
7 – 10	0	0
Above 10	2	2
<b>Total</b>	<b>92</b>	<b>100.0</b>

With findings in Table 4.5, it was concluded that eighty-eight (88%) of the respondents had been involved in the program for between 4 – 6 years since the inception of the program at Thika Diocese. Only ten percent of the respondent had been involved in the program for a period of 1 and 3 years and only the 2 percent which represented the national coordinators had been involved in the program for over 10 years.

#### **4.4 Performance of CCM Program**

In order to evaluate the extent of performance for Church and Community Mobilization Program of the Anglican Church of Kenya, respondents were provided with a list of statements connected with dependent variable and asked to specify the extent of their agreement with each of the statements by ticking as appropriate along a Likert scale. The rating used was as follows:



1 = Strongly Disagree; 2 = Slightly Disagree; 3 =Neutral; 4=Slightly Agree; and 5=Strongly Agree.

The responses were analysed and results presented in Table 4.6

**Table 4. 6: Performance of CCM Program**

Statement	Response (%)					Mean	SD
	1	2	3	4	5		
CCM Program met set goals	0.0	6.5	34.8	55.4	3.3	<b>3.55</b>	<b>0.669</b>
CCM Program address people's felt needs	0.0	5.4	67.4	23.9	3.3	<b>3.25</b>	<b>0.604</b>
CCM Program phases were implemented as intended	0.0	81.5	14.1	3.3	1.1	<b>2.24</b>	<b>0.562</b>
There was good participation and consistency in capacity building sessions	0.0	17.4	71.7	8.7	2.2	<b>2.96</b>	<b>0.591</b>
There was strengthened relationships with community as a result of CCM program	0.0	14.3	73.6	11.0	1.1	<b>2.99</b>	<b>0.548</b>
There were groups formed, with savings and investments	0.0	14.1	77.2	5.4	3.3	<b>2.99</b>	<b>0.574</b>
There were individual and group projects initiated as a result of CCMP	1.1	8.7	77.2	10.9	2.2	<b>3.04</b>	<b>0.781</b>
There were advocacy issues identified and solutions sought.	1.1	27.2	67.4	3.3	1.1	<b>2.76</b>	<b>0.581</b>
Stakeholders/Beneficiaries attitude/perceptions/beliefs/mind-set towards development and external support changed as a result of CCMP	0.0	6.5	62.0	29.3	2.2	<b>3.27</b>	<b>0.613</b>
<b>Mean</b>						<b>3.01</b>	<b>0.613</b>

*n = 93 SD = Standard Deviation*

Table 4.6 results indicates that CCM Program performance is average with 3.01 as mean and 0.613 as standard deviation. 58.7% of respondents under study were in agreements that CCMP met the set goals. However, most of the indicators of performance of CCM program were average. However, 81.5 % of the respondents were of the view that the CCM Program phases were not implemented as intended. This indicates that as much as the program was not implemented as intended, nonetheless it met customer satisfaction. Highest percentage of responses concentrated around average with a standard deviation of 0.613, there may be a pointer that the performance may not be up to the required standards. In addition, it cannot be considered as poor performance.

#### 4.5 Planning in M&E and performance of CCM Program

The study also tried to find influence of monitoring and evaluation planning on performance of Church and Community Mobilization Program at Anglican Church of Kenya. SPSS version 24 was used to compute descriptive and inferential statistics to establish presence of relationship.

##### 4.5.1 Influence of Planning in M&E and Performance of CCMP Program

Respondents were provided with a list of six statements related to M&E planning and asked to tick extent of their agreement with each by ticking as appropriate along Five-point Likert scale where: 1=Strongly Disagree; 2= Slightly Disagree; 3=Neutral; 4= Slightly Agree; 5=Strongly Agree. Responses were summarized and presented in Table 4.7

**Table 4. 7: Influence of Planning in M&E and performance of CCM Program**

Statement	Response (%)					Mean	SD
	1	2	3	4	5		
Monitoring & Evaluation contributes to performance of a project	2.2	0.0	0.0	1.1	96.7	<b>4.90</b>	<b>0.594</b>
There were planned M&E activities for CCMP	0.0	4.3	76.1	16.3	3.3	<b>3.18</b>	<b>0.553</b>
There was a schedule for Monitoring & Evaluation activities	1.1	4.4	87.9	4.4	2.2	<b>3.02</b>	<b>0.471</b>
There was a tool for data collection during the Monitoring & Evaluation activities	0.0	6.5	85.9	4.3	3.3	<b>3.04</b>	<b>0.490</b>
The role and responsibility of each stakeholder was clarified during planning	1.1	3.3	80.2	14.3	1.1	<b>3.11</b>	<b>0.504</b>
There existed a clear communication among stakeholders during planning stage	0.0	6.6	78.0	14.3	1.1	<b>3.10</b>	<b>0.496</b>
<b>Average</b>						<b>3.39</b>	<b>0.518</b>

*N = 93    SD = Standard Deviation*

Table 4.7 results show that majority of respondents, that is, 96.7 percent agreed monitoring and evaluation planning influences performance of programs. A mean of 4.90 indicated undisputed role of the variable. Most of the respondents were, however, neutral on the existence or lack thereof of enablers of M&E practices such as plans, schedules, and data collection tools, elaborate roles and responsibilities among others because they were said to be in place but done by the coordination office. A response of 3.1 was found on the existence of clear communication among stakeholders during planning stage. The responses were closely distributed around the mean of 3.39 and standard deviation of 0.518.

#### 4.5.2 Correlation Analysis for Planning in M&E and performance of CCM Program

Spearman’s correlation coefficient was worked out to assess relationship between M&E Planning and CCM program performance. Two tailed correlation analysis was performed at 95% confidence level. Summarized findings were as presented in Table 4.8

**Table 4. 8: Spearman's Correlation Coefficient for M&E Planning and Performance of CCM Program**

Independent Variable	Spearman’s		Significance (2 - tailed)	Comment
	rho	Interpretation		
M & E Planning	0.501	Moderate	0.009	Significant

Spearman’s Correlation Coefficient of Planning in M&E and Performance of CCM Program found was 0.501 indicating a moderate correlation. This corresponds to a modest relationship between the two variables. Coefficient of correlation was found significant at 95% confidence level.

#### 4.5.3 Test of Hypothesis of Planning in M&E and Performance of CCM Program

H<sub>01</sub>: There is no relationship between planning in M&E and performance of CCM program.

H<sub>11</sub>: There is a relationship between Planning in M& E and Performance of CCM Program.

Null hypothesis was tested by Analysis of Variance (ANOVA). F value was computed using SPSS Version 24 and the result checked against tabulated critical values. The results were summarised and presented in Table 4.9.

**Table 4. 9: ANOVA for M&E Planning and Performance of CCM Program**

<b>Model</b>		<b>Sum of Squares.</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig</b>
1	Regression	18.212	7	2.601	5.895	.003
	Residual	37.515	85	.441		
	Total	55.727	92			

The F value of 5.895 was found as given in Table 4.9. The critical value of variance obtained from F distribution tables was 2.12. It implied therefore an existence of goodness of fit between the two variables as F-test value  $5.90 > 2.12$ . The analysis was found to be significant since P value  $= 0.003 < 0.05$  significance. Consequently, alternative hypothesis was adopted as null hypothesis failed the test.

#### **4.6 Stakeholder Involvement in M&E on Performance of CCM Program**

The second objective, sought to measure the extent involvement of stakeholders in M&E influence performance of Church and Community Mobilization Program of the Anglican Church. SPSS version 24 was used to work out Descriptive and inferential statistic to establish the existence of a relationship and its strength.

##### **4.6.1 Stakeholder Involvement and Performance of CCM Program**

The respondents were provided with a list of five statements related to the independent variable and asked their agreement by ticking as appropriate along a Likert scale where: 1=To No Extent; 2=To a Small Extent; 3=Neutral; 4=To Some Extent; and 5= To a Great Extent. The responses were as shown in Table 4.10

**Table 4. 10: Influence of Stakeholders' Involvement and Performance of CCM Program**

Statement	Response (%)					Mean	SD
	1	2	3	4	5		
Stakeholders involvement in M&E influences CCM program performance	1.1	0.0	1.1	3.3	94.6	<b>4.90</b>	<b>0.493</b>
Stakeholders analysis was done to ensure all stakeholders were involved	2.2	7.6	79.3	10.9	0.0	<b>2.99</b>	<b>0.524</b>
Stakeholders were involved in setting goals for M&E	0.0	4.4	79.1	15.4	1.1	<b>3.13</b>	<b>0.476</b>
Stakeholders were involved in planning for M&E	1.1	8.7	79.3	10.9	0.0	<b>3.00</b>	<b>0.494</b>
Stakeholders' were involved in the actual M&E for CCMP Program	0.0	4.3	66.3	27.2	2.2	<b>3.27</b>	<b>0.567</b>

**Average**

$N = 75$      $SD = \text{Standard Deviation}$

Results in Table 4.10 indicated that stakeholders' involvement in M&E influenced CCMP Performance with 94.6% of the respondents holding to this view giving mean of 4.90 and standard deviation of 0.493. However, enablers of stakeholder's involvement such as Stakeholders analysis, involvement in setting of goals, planning and actual M&E were rated averagely indicating that much is needed to ensure significant involvement of stakeholders. Analysis of stakeholders was slightly below average of 2.99 and 0.524 as standard deviation. This is correlated by the responses in Tables 4.11 and 4.12.

**Table 4. 11: Rating for Stakeholder Involvement and Performance of CCM Program**

Rating	Frequency	Percentage
Poor	0	0.0
Low	6	6.5
Average	72	78.3
Good	13	14.1
High	1	1.1
<b>Total</b>	<b>92</b>	<b>100.0</b>

Most of the respondents that is 78.3% rated the performance of CCMP average with only 14.1% rating it good.

**Table 4.12: Stakeholders' Involvement in M&E Reviews**

Number of M&E Reviews	Number of Respondents	Percentage
Not sure	2	2.2
1 – 3	6	6.5
4 – 6	72	78.3
7 – 10	12	13.0
<b>Total</b>	<b>92</b>	<b>100</b>

#### 4.6.2 Correlation Analysis for Stakeholder Involvement on Performance of CCM Program

To assess the relationship between the second variable, Stakeholder's Involvement and CCMP program Performance, a correlation coefficient was calculated. A two tailed correlation analysis was performed at 95% confidence level and findings were presented in Table 4.13.

**Table 4.13: Spearman's Correlation Coefficient for Stakeholder Involvement on Performance of CCM Program**

Independent Variable	Spearman's rho	Interpretation	Significance (2 - tailed)	Comment
Stakeholder Involvement	0.711	Strong	0.013	Significant

Spearman's Correlation Coefficient between Stakeholder Involvement and Performance of CCM Program was found to be 0.711 indicating a strong correlation. The value signified high dependence of CCM program performance on stakeholder involvement. The relationship was significant at 95% level of confidence with a significant value of 0.013

#### 4.6.3 Test of Hypothesis for Stakeholder Involvement on Performance of CCM Program

H<sub>02</sub>: Involvement of stakeholders in M&E has no influence on performance of CCM program.

H<sub>12</sub>: Involvement of stakeholders in M&E has influence on performance of CCM Program.

Analysis of Variance was performed to test null hypothesis. F value was computed using SPSS Version 24 and the result checked against tabulated critical values. The results were summarised in Table 4.14.

**Table 4. 14: Analysis of Variance for Stakeholders Involvement on Performance of CCM Program**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig</b>
Regression	11.544	7	1.649	3.348	.009
Residual	41.873	85	.492		
Total	53.417	92			

The F value of 3.348 was found as shown in Table 4.14. The critical value of variance obtained from F distribution tables was 2.12. It implied therefore existence of significant goodness of fit between the two variables as F-test value  $3.35 > 2.12$ . The analysis was found to be significant since P value  $= 0.009 < 0.050$  significance. Thus, null hypothesis was rejected and alternative accepted.

#### **4.6.4 Stakeholder Involvement on Performance of CCM Program**

Linear regression analysis was performed on Stakeholder Involvement in connection with CCM Program Performance using SPSS version 24 to predict the relationship of the two variables.

Results are as presented in Table 4.15.

**Table 4. 15: Stakeholder Involvement on Performance of CCM Program**

<b>Model.</b>	<b>R</b>	<b>R-Square</b>	<b>Adjusted R-Square</b>	<b>Std Error</b>	<b>Sig</b>
1	.722 <sup>a</sup>	.521	.513	.025	0.013

a. Predictors: (Constant), goal setting, planning

b. Dependent Variable: Performance of CCM program

Results presented in Table 4.15 shows a coefficient of 0.722 signifying strong positive connection between stakeholder involvement and CCM program performance of the Anglican Church of

Kenya. R-squared was 0.521 implying 52.1% of variability in the performance of CCM program is explainable by variability in stakeholder involvement. The results at 95% level of confidence were significant since significance value is 0.013.

#### 4.7 Stakeholders' Competency in M&E Influence on Performance of CCM Program

The study also pursued to check influence of Stakeholders competency in monitoring and evaluation on performance of Church and Community Mobilization Program in the Anglican Church of Kenya. Statistics both descriptive and inferential calculated by version 24 of SPSS to establish existence of a relationship and its strength.

##### 4.7.1 Stakeholder Competency in M&E on Performance of CCM Program

To establish influence of Stakeholders Competency in M&E on performance of CCMP, respondents were provided with a list of statements related to the variables and requested to specify their agreement level by ticking as appropriate along a Five-point Likert scale where: 1 = Strongly Disagree; 2 = Slightly Disagree; 3 = Neutral; 4 = Slightly Agree; and 5 = Strongly Agree. Responses were summarized and presented in Table 4.16

**Table 4. 16: Stakeholder Competency in M&E and Performance of CCM Program**

Statement	Response (%)					Mean	SD
	1	2	3	4	5		
Competency in M&E influence performance of a Program/project	1.1	0.0	0.0	4.3	94.6	<b>4.91</b>	<b>0.461</b>
Stakeholders were trained in order to equip them to carry out M&E	1.1	9.8	68.5	18.5	2.2	<b>3.11</b>	<b>0.637</b>
The M&E training was relevant.	1.1	7.6	69.6	18.5	3.3	<b>3.15</b>	<b>0.645</b>
I am knowledgeable on M&E	1.1	6.5	77.2	10.9	4.3	<b>3.11</b>	<b>0.619</b>
I have relevant experience in M&E of CCM Program	1.1	5.4	77.2	14.1	2.2	<b>3.11</b>	<b>0.564</b>
<b>Average</b>						<b>3.48</b>	<b>0.585</b>

*N = 92     SD = Standard Deviation*

The outcome as outlined in Table 4.16 indicates respondents strongly agree that Stakeholders competency in monitoring and evaluation influence performance of CCM Program at 94.6 %, with



4.91 and 0.461 being mean and standard deviation respectively. However, majority of respondents indicated an average rate with regard to indicators of competency in monitoring and evaluation for example Stakeholders' training and its relevance. In addition, most indicated average knowledge and relevant experience in monitoring and evaluation of CCM Program.

#### **4.7.2 Correlation Analysis for Stakeholder Competency in Monitoring and Evaluation on performance of CCM Program**

Correlation coefficient was calculated to weigh relationship between Stakeholder Competency in M&E and CCM program performance. A two tailed correlation analysis approach was used at 95% level of confidence. Summarized findings are given in Table 4.17

**Table 4. 17: Spearman's Correlation for Stakeholder Competency in M&E on Performance of CCM Program**

<b>Independent Variable</b>	<b>Spearman's rho</b>	<b>Interpretation</b>	<b>Significance (2 - tailed)</b>	<b>Comment</b>
Stakeholder Competency on M&E	0.508	Moderate	0.021	Significant

Spearman's Correlation Coefficient between stakeholders competency in monitoring and evaluation and performance of CCM Program found was 0.508 indicating moderate correlation. The value signified a weak positive relationship between the two variables however, the relationship was found to be significant at 95% level of confidence since significance value was 0.021.

#### **4.7.3 Test of Hypothesis for Stakeholder Competency in M&E on Performance of CCM Program**

H<sub>03</sub>: Competency of stakeholders in M&E has no influence on performance of CCM program.

H<sub>13</sub>: Competency of stakeholders in M&E has influence on performance of CCM Program

ANOVA was performed to test the null hypothesis. F value was computed using SPSS Version 24 and the result checked against tabulated critical values. The results were summarised and presented as per Table 4.18

**Table 4. 18: ANOVA for Stakeholder Competency in Monitoring and Evaluation and Performance of CCM Program**

<b>Model</b>	<b>Sum of squares</b>	<b>Df</b>	<b>Mean of Squares</b>	<b>F</b>	<b>Sig</b>
Regression	10.721	7	1.532	3.281	.005
Residual	39.673	85	.467		
Total	50.394	92			

The F value of 3.281 was found as contained in Table 4.18. The critical value of variance obtained from F distribution tables was 2.12. This inferred that there was a significant goodness of fit between the two variables as F-test value  $3.28 > 2.12$ . The analysis was found to be significant since P value  $= 0.005 < 0.050$  significance. As a result, null hypothesis was rejected with alternative being accepted.

#### **4.8 M&E Result Utilization on Performance of CCM Program**

The objective number four sought to assess influence of Monitoring and Evaluation Result Utilization on performance of Church and Community Mobilization Program in the Anglican Church. SPSS Version 24.0 was used to work out descriptive and inferential statistics to establish presence of a relationship and to test its strength.

##### **4.8.1 Influence of M&E Result Utilization Performance of CCM Program**

Respondents were provided with a list of five statements related to the independent variable and asked to tick the appropriate level of agreement along a Likert scale where;- 1= Strongly Disagree; 2 = Slightly Disagree; 3 = Neutral; 4 =Slightly Agree; and 5 = Strongly Agree. Responses were summarized in Table4.19

**Table 4. 19: Descriptive Statistics for Result Utilization in M&E and performance of CCM Program**

Statement	Responses (%)					Mean	SD
	1	2	3	4	5		
M&E results utilization influences performance of CCM Program	1.1	0.0	0.0	4.3	94.6	<b>4.91</b>	<b>0.460</b>
The M&E results are documented and accessible to stakeholders	0.0	2.2	60.9	32.6	4.3	<b>3.39</b>	<b>0.610</b>
Necessary feedback is given on M&E results	0.0	2.2	23.9	66.3	7.6	<b>3.79</b>	<b>0.602</b>
There are strategic decisions made as a result of CCM Program reviews/Monitoring & Evaluation.	0.0	2.2	20.7	67.4	9.8	<b>3.85</b>	<b>0.610</b>
The lessons learnt from monitoring and evaluation results are incorporated in the next phases of CCM Program	0.0	2.2	22.8	66.3	8.7	<b>3.82</b>	<b>0.610</b>
There are corrective actions taken on CCM Program as a follow up of M&E process	0.0	2.2	33.0	56.0	8.8	<b>3.71</b>	<b>0.655</b>
<b>Average</b>						<b>3.91</b>	<b>0.591</b>

*N = 92    SD = Standard Deviation*

The results of Table 4.19 indicates overwhelming response of 94.6 percent of respondents agreeing on Utilization of M&E results influence on performance of CCM Program. Mean and standard deviation were 4.91 and 0.460. Enablers to utilization of monitoring and evaluation results were rated above average. Majority (66.3%) of respondents agreed that necessary feedback is given on M&E results and the lessons learnt incorporated in the next phase of CCM Program as a result of reviews. In addition, 67.4% of the respondents confirmed that strategic decisions were made because of CCM Program reviews while 56 % indicated that corrective action on CCM Program as a follow-up of M&E process were taken. The accessibility of documented M&E results was largely average with only 32.6 % slightly agreeing on accessibility.

#### 4.8.2 Correlation Analysis for Result Utilization in M&E and Performance of CCM Program

Correlation Coefficient was computed to check relationship between M&E Result Utilization and performance of CCM program. Two tailed correlation analysis was performed at 95% confidence level. Findings are as given on Table 4.20.

**Table 4. 20: Spearman's Correlation Coefficient for M&E result Utilization and Performance of CCM program**

Independent Variable	Spearman's rho	Interpretation	Significance (2 - tailed)	Comment
M&E Result Utilization	0.626	Moderate	0.008	Significant

Correlation coefficient of M&E Result Utilization influence on Performance of CCM Program was 0.626. This implied a moderate correlation. The value signified a positive but weak relationship between two variables. The significance value was 0.008 thus found significant at 95% level of confidence.

#### 4.8.3 Test of Hypothesis for Result Utilization in M&E and Performance of CCM Program

H<sub>04</sub>: Utilization of M&E results has no influence on performance of CCM program.

H<sub>14</sub>: Utilization of M&E results has influence on performance of CCM Program.

Analysis of Variance was done to test the null hypothesis. F value was computed using SPSS Version 24 and the result checked against tabulated critical values. Computed results given in Table 4.21

**Table 4. 21: ANOVA for M&E Result Utilization and Performance of CCM Program**

Model	Sum of squares	Df	Mean of squares	F.	Sig
Regression	14.665	7	2.095	3.635	.011
Residual	48.985	85	.576		
Total	63.650	92			

The F value of 3.635 was found as contained in Table 4.21. The critical value of variance obtained from F distribution table was 2.12. This implied existence of significant goodness of fit between the two variables as F-test value  $3.635 > 2.12$ . The analysis was found to be significant since P value  $= 0.011 < 0.050$  significance. The null hypothesis failed with alternative being adopted.

#### 4.9 Multi Variable Regression model on Performance of CCM Program

A multiple regression model of the form  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$  assessed relative influence of each of the four independent to the dependent variable. The symbols defined as:

- Y: Performance of CCM program
- X<sub>1</sub>: Monitoring and Evaluation Planning
- X<sub>2</sub>: Stakeholder Involvement
- X<sub>3</sub>: Stakeholder Competency in M&E
- X<sub>4</sub>: Monitoring and Evaluation Results Utilization
- $\beta_{0-4}$ : Coefficients
- $\varepsilon$ : Error term

The regression analysis was performed using SPSS version 24.0 and results summarized in Table 4.22

**Table 4. 22: Multi-Variate Regression Model**

Modell		Unstandardized coefficients		T.	Significance
		B	Std. Error		
1	(Constant)	2.07	0.19	2.13	0.011
	Planning in M&E	0.93	0.01	2.58	0.010
	Stakeholder Involvement	1.69	0.01	2.36	0.009
	Stakeholder Competency on M&E	0.90	0.02	3.23	0.012
	M&E Result Utilization	1.19	0.07	2.22	0.006

From Table 4.22 the coefficients of the regression model are:

$$\beta_0: 2.07 \quad \beta_1: 0.93 \quad \beta_2: 1.69 \quad \beta_3: 0.90 \quad \beta_4: 1.19$$

The resultant model is therefore:  $Y = 2.07 + 0.93 X_1 + 1.69 X_2 + 0.9 X_3 + 1.19 X_4 + \varepsilon$

This infers Involvement of Stakeholders had highest influence on performance of CCM Program followed by M&E Result Utilization. Planning in monitoring and évaluation and Stakeholders' competency had least influence

## CHAPTER FIVE

### SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

Section five gives summary and discussions of findings, conclusions and recommendations as well as suggested areas for further study.

#### 5.2 Summary of Findings

The study main objective aimed at investigating influence of M&E practices on performance of CCM Program in the Anglican Church of Kenya, Thika Diocese. The particular objectives were; to establish influence of planning, stakeholder involvement, stakeholder competency, and utilization of results practices on performance of CCM program. Findings showed a strong influence of M&E practices on performance of CCM Program in Anglican Church of Kenya. Each of the four variables influenced performance of CCM program in varying degrees.

##### 5.2.1 Planning in M&E influence on Performance of CCMP

Planning influenced performance of CCM program in the opinion of most respondents (97.8%) with 4.9 as mean on the scale used. The correlation results, however, indicated a slight positive relationship with a Spearman's Coefficient of 0.501 between the variables. Furthermore, analysis of variance revealed a significant goodness of fit with an Fvalue 5.90 against the critical figure of 2.12. A positive dependence of the performance of CCM program on planning was noticed through multivariate regression with a positive coefficient of 0.9.

Inspite of the influence of the variable on performance of CCM program, the respondents remained neutral on most M&E planning indicators with average score of 3.18 on existence of planned M&E activities for CCM program. The ratings for availability of a schedule for M&E activities, tool for data collection, clear communication among stakeholders and clarity of roles and responsibilities of each stakeholders during planning were slightly above a mean of 3.0. This implies that most of the respondents were not sure of the enablers of Stakeholders involvement that were applicable for CCM program.

### **5.2.2 Stakeholder Involvement influence on performance of CCM Program**

Second variable, stakeholder involvement also influenced the performance of CCM program in the Anglican Church of Kenya. About 95 % of respondents strongly agreed that stakeholder involvement in M&E influences the performance of CCM program. Mean of 4.9 and a small standard deviation of 0.493 was obtained. On degree of the influence, a coefficient of correlation of 0.711 was obtained which indicated a strong relationship between variables. Furthermore, ANOVA revealed significant goodness of fit between the two variables with an F value 3.348 against the critical figure of 2.12. It was further revealed that performance of CCM program depended on stakeholder involvement as a positive coefficient of 1.69 was found after multivariate regression analysis. The linear regression model indicated that 52.1% of variability in performance of CCM Program were attributable to variation to the elements of Stakeholders involvement.

Stakeholders' analysis however, was unsatisfactorily in the opinion of the respondents. The respondents posted a rating of 2.99. The respondents remained neutral on the issue of involvement of stakeholders during setting goals, planning and actual involvement in the M&E activities. The participants largely rated the involvement of stakeholders averagely (78.3%) with only 14.1 % of the respondents rating it as good. The majority (78.3%) of those involved in M&E reviews were between four- to –six reviews as at the time of the study.

### **5.2.3 Stakeholder Competency in M&E and performance of CCM Program**

Findings revealed that Stakeholder Competency played a role on performance of Church and Community Mobilization program in the Anglican Church of Kenya. About 98% of the respondents alluded to this posting a mean rating of 4.91 in the five-point Likert scale used and a standard deviation of 0.461. Results of correlation analysis confirmed a slight positive relationship with a Spearman's Correlation Coefficient of 0.508 between stakeholder's competency in monitoring & evaluation and performance of CCM program. Additionally, analysis of variance showed significant goodness of fit with an F value 3.281 against the critical figure of 2.12. A multiple variable regression analysis further revealed dependence of performance of CCM program on stakeholder competency in M&E with coefficient of 0.90.



The greater number of respondents remained neutral on the performance of competency development initiatives as well as the competency level of the stakeholders. Only about twenty (20) percent of those sampled agreed, the majority slightly, that stakeholders were trained and furnished with needed skills to conduct monitoring and evaluation activities. The same fraction of those polled agreed that the trainings undertaken were relevant to impart the necessary skills and thereby build their competency. A small percent (10.9%) agreed to have knowledge on monitoring and evaluation. In addition, 16.3% were of the view that they have relevant experience on monitoring and evaluation of CCM Program. It is worth noting that most of those in agreement on the competency development were mainly the CCMP coordinators, clergy and a portion of the facilitators.

#### **5.2.4 M&E Results Utilization and Performance of CCM Program**

The findings revealed a concurrence by most respondents indicating utilization of monitoring and evaluation results influence performance of CCM Program in Anglican Church of Kenya. Only 1.1% of those polled expressed a contrary opinion. The mean rank of 4.91 was obtained with a standard deviation of 0.46.

Correlation analysis results confirmed a slight positive relationship between M&E Result Utilization with a Spearman's Correlation Coefficient of 0.626. Furthermore, Analysis of Variance revealed a significant goodness of fit with F value of 3.635 against the critical figure of 2.12. A multiple variable regression analysis further revealed dependance of CCM program performance on M&E result utilization with a coefficient of 1.19.

The respondents indicated slight agreement with most statements on utilization M&E outcome. They, on average, scored 3.79 with regard to giving of necessary feedback to stakeholders in CCM program in Thika Diocese. Nearly seventy percent of the respondents confirmed that strategic decisions were made as a follow-up to CCMP reviews. A similar fraction affirmed that corrective actions are taken on CCM program as necessary following of M&E process.

#### **5.3 Discussions**

The outcome of the study shows existence of positive influence of the four variables on the performance of Church and Community Mobilization program in the Anglican Church of Kenya. The results indicated varying degrees of influence on the performance of CCM program.

Stakeholder involvement had the greatest influence on the performance while planning exhibiting the least role.

The findings that M&E planning directly influence performance of CCM program resonated with the outcome of other researchers. Hubert, (2018) noted a direct connection between M&E planning and program performance and further asserted good design was the foundation of any monitoring and evaluation and leads to program performance. According to him, planning requires necessary tools and resources that include persons, plans and schedules. Inadequate means and tools, as found out in CCM program, will hamper the quality of M&E practise and subsequently impact on performance of program.

Stakeholder involvement exhibited the highest influence on performance of Church and Community Mobilization program in ACK as evidenced by the existence of the largest correlation coefficient of 0.711. Nearly all the respondents alluded to this strong connection. Indeed the execution of social programs, within the purview of which CCMP falls, attracts a lot of stakeholders' interest. Constructive engagement of the main stakeholders at all stages of the program ensures a smooth and seamless attainment of the program objectives (Moningka, 2010). The finding was similar to those of other studies conducted earlier. Kagunya (2018) and Magassouba (2019), alluding to the importance of stakeholder involvement in program implementation. They observed that stakeholders' involvement is more important as it circumvents the challenges of connected projects. In such cases where performance of one project may raise issues of interest to other sets of stakeholders, participation of different stakeholders is fundamental. According to Guimaraes (2009) participation in community led- programs can be traced back to the 1940s. Approaches of stakeholder involvement has since developed over the years incorporating emerging technologies. Today, very modern and more efficient modes exist which program managers may use at various phases.

Performance of Church and Community Mobilization program was found to be dependent on stakeholder competency and M&E result utilization to a small extent. Spearman's Correlation Coefficients of 0.508 and 0.626 for stakeholder competency and utilization of M&E results respectively revealed moderate dependence. With advancement in technology over the years, competency may not be underestimated. Effective monitoring and evaluation requires proper training, knowledge and actual involvenet which are the core elements of competency. In deed to

achieve these three dimensions, proper selection and training must be embraced. At the tail end of the process, the results must be used to inform decisions on programs. The findings of this study on the two variables bore similarities with those of previous research (Shihemi, 2016) and (Pandey, 2005) who observed that capacity building through training improves competency and consequently enhances the performance of a project. Trainings equip stakeholders with problem solving skills, which are essential in conflict resolution. Pandey (2005) further observed that training on monitoring and evaluation enhances the stakeholder competency on carrying out project activities. Ntiniya (2016) observed that proper documentation of M&E records allows access to information useful for management of future programs in similar areas. This provides the feedback, which forms the basis upon which appropriate, and timely corrective actions are taken for ongoing projects.

#### **5.4 Conclusions**

The study was evident that monitoring and evaluation practices influenced performance of Church and Community Mobilization Program in Thika Diocese of the Anglican Church of Kenya. The findings may be considered to hold across the whole Anglican Church of Kenya owing to similarity in structure and organization. The four dependent variables under investigation showed positive influence on performance of CCM program albeit to varying extents. Stakeholder involvement in M&E had the strongest influence on the performance of Church and Community Mobilization program of the Anglican Church of Kenya implying the essential role played by stakeholders in realization of project goals. Programs initiated by churches and community groups are social in nature and the main players are the people, whose interests must be considered and addressed for smooth execution. Planning, Stakeholder competency and utilization of monitoring & evaluation results influenced performance of CCM program moderately. Consequently, emphasis should be placed in these areas to achieve high performance in programs.

#### **5.5 Recommendations**

Monitoring and Evaluation is an integral component in successful execution of Church and Community Mobilization program. Whereas monitoring is concerned with the advancement in attaining particular objectives relating to program execution evaluation is crucial in determining the worth of a program objectively. Churches and community organizations involved in

mobilization programs should embrace monitoring and evaluation practices in the majority of their undertakings in order to realize success.

The study recommends to the Anglican Church of Kenya CCMP coordinators to keep the practice of planning for M&E nevertheless ensure involvement of a wider scope of stakeholders and ensure all those involved are made aware of the activity schedule and familiarized with the tools that have information on the kind of data to collect.

Church and Community Mobilization program coordinators should put a lot of emphasis on stakeholder engagement with a view to addressing interests of such groups. In the realization of the magnitude of challenges posed by influential stakeholders, program leaders should carry out select and perform stakeholder needs analysis.

Equal emphasis should be put on competency. Coordinators of CCMP should ensure the competency of stakeholders involved in M&E is developed by, more involvement in the actual M&E and structured M&E training especially for the individuals at the Church level who indicated little knowledge and experience in M&E.

M&E results utilization played a fundamental part on performance of Church and Community Program. There is need to improve on the feedback mechanisms and flow of information on lessons learnt that need incorporating in the future projects. The need to address the enablers of all the four variables of this research cannot be overemphasized.

### **5.6 Suggested Area for Further Study**

The study was confined to monitoring and evaluation practices in CCM program run by the Anglican Church of Kenya. It focused on only four factors of systemic nature. Program organizers directly control all the M&E practices of planning, stakeholders' involvement, stakeholder competency and making use of M&E results. Other, factors like leadership, culture and

stakeholders' attitude and beliefs whose impact on the performance of CCM program in different context should not be assumed. Failure to factor in these elements to CCM program may prove detrimental.

This study therefore recommends further research on the role of local community culture on performance of CCM program. CCM program are initiated to benefit people at the community level, presumably, and the norms, virtues and values may play influential roles. Hence, an in-depth study on stakeholder analysis would be necessary in such programs.

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## APPENDICES

### Appendix I: Letter of transmittal

Dear Respondent,

#### **RE: REQUEST TO PARTICIPATE IN A RESEARCH STUDY**

I am a 2<sup>nd</sup> year student at University of Nairobi (UON), School of Open and Distance E-learning (ODEL) currently undertaking a research study to fulfil the requirement for the Award of Degree of Master of Arts in Project Planning and Management.

You are kindly requested to participate as a respondent on this study on “**Influence of Monitoring and Evaluation Practices on Church and Community Mobilization Program (CCMP): a Case of Anglican Church of Kenya**”.

Your participation in this research study is voluntary and the feedback obtained will be treated with confidentiality. I kindly request you to spare sometime to respond to all questions in the attached questionnaire completely, as accurately and honestly as possible.

All the data collected relates to the research topic and will purely be used for academic purposes. Information gathered will be treated with utmost confidentiality.

Thank you in advance for your precious time.

Yours faithfully,

Mwari Pamela Kirogo

L50/70443/2013

**Appendix II: Questionnaire for all project participants**

This questionnaire is designed to collect data on the “Influence of Monitoring and Evaluation Practices on Performance Church and Community Mobilization Program (CCMP).

Dear Respondent, Kindly complete the following questions using the instructions provided for each set of questions. Do not write your name on this questionnaire. Please answer all the questions as objectively and honestly as possible.

**PART A: Demographic Data**

1. Your gender?

Male [ ] (b) Female [ ]

2. Indicate your age bracket

(a) Below 30 years [ ] (b) 31-40 years [ ] (c) 41-50 years [ ] (d) Above 50 [ ]

3. Your highest education level

(a) Secondary school [ ] (b) College [ ] (c) University [ ]

(d) Other \_\_\_\_\_

4. Indicate stakeholder category in CCMP

(a) CCMP Coordinator [ ] (b) CCMP facilitator [ ] (c) Church leader [ ]

(d) Group facilitator [ ] (e) other \_\_\_\_\_

5. Number of years you have been involved in CCMP

(a) Less than 1 year [ ] (b) 1-3 years [ ] (c) 4-6 years [ ]

(d) 7-10 years [ ] (e) More than 10 years [ ]

**PART B: Planning practice in M&E**

6. Kindly tick the appropriate level of agreement with the following statements

	Statements	Strongly Disagree (1)	Slightly Agree (2)	Neutral (3)	Slightly Agree (4)	Strongly Agree (5)
a)	Monitoring and Evaluation contributes to performance of a project					

b)	There were planned M&E activities for CCMP					
c)	There was a schedule for Monitoring & Evaluation activities					
d)	There was a tool for data collection during the Monitoring & Evaluation activities					
e)	The role and responsibility of each stakeholder was clear during planning					
f)	There was clear communication among stakeholders during planning stage					

**PARTC: Stakeholders involvement in M&E**

7. In your opinion, how do you rate the involvement of stakeholders in monitoring and evaluation of CCMP?

(a) Poor [ ] (b) Low [ ] (c) Average [ ] (d) Good [ ] (e) High [ ]

8. How many reviews did you participate in?

(a) 1-3 [ ] (b) 4-7 [ ] (c) 7-10 [ ] (d) never [ ] (e) Not sure [ ]

9. Please indicate the extent to which you agree with the following statements about stakeholders' involvement on CCMP Monitoring and evaluation. Please tick where appropriate using the scale rating provided

1-Not at all, 2- To a small Extent, 3- Average, 4- To some extent, 5- To a great extent

	<b>Statements on stakeholders Involvement</b>	<b>1</b> (To no extent)	<b>2</b> (To small Extent)	<b>3</b> (Neutral)	<b>4</b> (To some extent )	<b>5</b> (To a great Extent)
a)	Stakeholders involvement in M&E influences CCMP performance					

b)	Stakeholders analysis was done to ensure all stakeholders are involved					
c)	Stakeholders were involved in setting goals for M&E					
d)	Stakeholders were involved in planning for M&E					
e)	Stakeholders were involved in the actual M&E of CCMP					

**PART D: Stakeholder Competency in Monitoring and Evaluation**

10. For how long have you participated in Monitoring and evaluation of CCMP or any other project?

(Never [ ] (b) 1-3 years [ ] (c) 4-6 years [ ] (d) 7-10 years [ ]

(e) For over 10 years [ ]

11. Please tick where appropriate using the scale rating provided

	<b>Statements on Competency in M&amp;E</b>	<b>1</b> (Strongly disagree)	<b>2</b> (Slightly disagree)	<b>3</b> (Neutral)	<b>4</b> (Slightly agree)	<b>5</b> (Strongly agree)
a)	Competency on M&E influence the performance of a Program/project					
b)	Stakeholders were trained in order to equip them to carry out M&E					
c)	The M&E training was relevant.					
d)	I am knowledgeable on M&E					
f)	I have relevant experience in M&E of CCMP					

**PART E: Result Utilization in M&E**

12. Please indicate how you agree with the following statements about Result Utilization in M&E by ticking the appropriate section.

	<b>Statements on Result utilization in M&amp;E</b>	<b>1</b> (Strongly disagree)	<b>2</b> (Slightly disagree)	<b>3</b> (Neutral)	<b>4</b> (Slightly agree)	<b>5</b> (Strongly agree)
a)	In your opinion, do Utilization of the M&E results have an influence on performance of CCMP					
b)	The M&E results are documented and can be accessed by stakeholders					
c)	Necessary feedback is given on M&E results					
d)	There are strategic decisions made as a result of CCMP reviews/Monitoring & Evaluation.					
e)	The lessons learnt from monitoring and evaluation results are incorporated in the next phases of CCM Program					
f)	There are corrective actions taken on CCMP as a follow up of M&E results					

**PART F: Performance of CCM Program**

13. Please indicate the extent to which you agree with the following statements about the performance of CCM programs.

<b>Statements on Performance of CCM programs</b>	<b>1</b> (To no extent)	<b>2</b> (To small Extent)	<b>3</b> (Neutral)	<b>4</b> (To some extent )	<b>5</b> (To a great Extent)
Performance of CCM program has met the required outcomes					
In my opinion, CCM Program has addressed people's felt needs					
CCM Program phases were implemented as intended					
There was good participation and consistency in capacity building sessions					
There is Strengthened relationships with community as a result of CCM Program					
There are Groups formed, with savings and investments					
There are Individual and group projects initiated as a result of CCM Program					
There are Advocacy issues identified and solutions sought.					
Stakeholders/Beneficiaries attitude/perceptions/beliefs/mindset towards development and external support has changed as a result of CCM Program					

14. Suggest actions that can enhance Stakeholders' involvement in CCMP Monitoring & Evaluation activities.....  
.....

**Thank you very much for sparing your time to give this valuable information.**

**Appendix III: Interview guide for key informants**

This interview guide is designed to collect data on the “Influence of Monitoring and Evaluation Practices on Church and Community Mobilization Program (CCMP).

**PART A: Demographic Data**

1. Your gender?

- (a) Male [    ]                      (b) Female [    ]

2. Age bracket

- (a) Below 30 years [    ]    (b) 31-40 years [    ]    (c) 41-50 years [    ]    (d) 50 and above [    ]

3. Position in CCMP.....

4. Number of years involved in CCM Program

- (a) Less than 1year [    ]                      (b) 1-3 years    [    ]                      (c) 4-6 years [    ]  
 (d) 7-10 years    [    ]                      (e) More than 10 years [    ]

**PART B: Planning practice in M& E**

5. Does CCM Program has monitoring and Evaluation and how is the planning done?

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6. What is level of agreement with the following statements?

	Statements	Strongly Disagree (1)	Slightly Agree (2)	Neutral (3)	Slightly Agree (4)	Strongly Agree (5)
a)	Monitoring and Evaluation contributes to performance of a project					
b)	There were planned M&E activities for CCM Programs					
c)	There was a schedule for Monitoring & Evaluation activities					



d)	There was a tool for data collection during the Monitoring & Evaluation activities					
e)	The role and responsibility of each stakeholder was clear during planning					
f)	There was clear communication among stakeholders during planning stage					

7. Is the monitoring and evaluation carried out as planned? And if not Why?

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**PARTC: Stakeholders Involvement in M&E**

8. In your opinion, how do you rate the involvement of stakeholders in monitoring and evaluation of CCM Programs?

(a) Poor [ ] (b) Low [ ] (c) Average [ ] (d) Good [ ] (e) High [ ]

9. Who were the stakeholders were involved and how?

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10. To what extent do you agree with the following statements about stakeholders' involvement on CCMP Monitoring and evaluation with the scale rating provided? Please tick where appropriate using the scale rating provided

1-Not at all, 2- To a small Extent, 3- Average, 4- To some extent, 5- To a great extent

	<b>Statements on stakeholders Involvement</b>	<b>1</b> (To no extent)	<b>2</b> (To small Extent)	<b>3</b> (Neutral)	<b>4</b> (To some extent )	<b>5</b> (To a great Extent)
a)	Stakeholders involvement in M&E influences CCMP performance					
b)	Stakeholders analysis was done to ensure all stakeholders are involved					

c)	Stakeholders were involved in setting goals for M&E					
d)	Stakeholders were involved in planning for M&E					
e)	Stakeholders were involved in the actual M&E of CCMP					

**PART D: Stakeholder Competency in Monitoring and Evaluation**

10. For how long have you participated in Monitoring and evaluation of CCMP or any other project in years?

\_\_\_\_\_

11. How can you rate the knowledge and experience of the stakeholders involved in the CCMP monitoring and evaluation

(a) Poor [ ] (b) Low [ ] (c) Average [ ] (d) Good [ ] (e) High [ ]

12. How is the Stakeholders competency in monitoring and evaluation developed to equip them for CCMP M&E?

\_\_\_\_\_  
\_\_\_\_\_

13. Level of agreement with the following statements on the competency on M&E

	<b>Statements on Competency in M&amp;E</b>	<b>1</b> (Strongly disagree)	<b>2</b> (Slightly disagree)	<b>3</b> (Neutral)	<b>4</b> (Slightly agree )	<b>5</b> (Strongly agree)
a)	Competency on M&E influence the performance of a Program/project					
b)	Stakeholders were trained in order to equip them to carry out M&E					
c)	The M&E trainings done for the stakeholders were relevant to enable them carry out M&E.					
d)	I am knowledgeable on M&E					
f)	I have relevant experience in M& E of CCMP					

**PART E: Result Utilization in M&E**

14. After the monitoring and evaluation for CCMP, what do you do with the findings/results?

15. Agreement with the following statements about Results Utilization in M&E by ticking the appropriate section.

	<b>Statements on Result utilization in M&amp;E</b>	<b>1</b> (Strongly disagree)	<b>2</b> (Slightly disagree)	<b>3</b> (Neutral)	<b>4</b> (Slightly agree)	<b>5</b> (Strongly agree)
a)	In your opinion, do Utilization of the M&E results have an influence on performance of CCMP					
b)	The M&E results are documented and can be accessed by stakeholders					
c)	Necessary feedback is given on M&E results					
d)	There are strategic decisions made as a result of CCMP reviews/Monitoring & Evaluation.					
e)	The lessons learnt from monitoring and evaluation results are incorporated in the next phases of CCM Program					
f)	There are corrective actions taken on CCM Program as a follow up of M&E results					

**PART F: Performance of CCM Program**

16. Has CCMP changed your way of looking at development?

17. Were CCMP phases completed as intended?

18. Are there savings and investments groups formed as a result of CCMP?

19. Has the relationship with the community been strengthened as a result of CCMP?
20. Are there any advocacy issues identified and addressed as a result of CCMP?
21. How has CCMP changed your/stakeholders attitude, beliefs, perceptions and mind-set towards handouts?
22. In your opinion, how do you rate the performance of CCM Program using the scale rating provided?

<b>Performance of CCM Program statements</b>	<b>1</b> (To no extent)	<b>2</b> (To small Extent)	<b>3</b> (Neutral)	<b>4</b> (To some extent )	<b>5</b> (To a great Extent)
Performance of CCMP has met the required outcomes					
In my opinion, CCMP has addressed people's felt needs					
CCMP phases were implemented as intended					
There was good participation and consistency in capacity building sessions					
There is Strengthened relationships with community as a result of CCMP					
There are Groups formed, with savings and investments					
There are Individual and group projects initiated as a result of CCMP					
There are Advocacy issues identified and solutions sought.					
Stakeholders/Beneficiaries attitude/perceptions/beliefs/mind-set towards development and external support has changed as a result of CCMP					

Comments

**Thank you very much for sparing your time to give this valuable information.**

## Appendix IV University of Nairobi Introduction Letter



**UNIVERSITY OF NAIROBI**  
**OPEN DISTANCE AND E-LEARNING CAMPUS**  
**SCHOOL OF OPEN AND DISTANCE LEARNING**  
**DEPARTMENT OF OPEN LEARNING**

Your Ref: UON/ODEL/SODL/MLC/1/2

Your Ref:

Telephone: Mombasa 0204916814

Off-Moi Avenue  
Uni Plaza Building  
Mombasa Campus  
P.O. Box 83732-80100  
MOMBASA, KENYA

29<sup>th</sup> June, 2020.

TO WHOM IT MAY CONCERN

RE: PERMISSION TO PROCEED TO THE FIELD AND COLLECT DATA

This is to introduce **MWARI PAMELA KIROGO**, who is a bonifide student of the University of Nairobi. Her Registration Number **L50/70443/2013** and she is in her second year of study pursuing a **MASTER OF ARTS DEGREE IN PROJECT PLANNING AND MANAGEMENT**.

All Post-graduate students are required to prepare and present a research project as part of their course. Pamela has successfully defend her proposal based on **INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF CCMP; A CASE OF ACK**, and has been allowed to proceed to the field and collect data. She therefore requires to collect data in order to complete her research project. The information she requires is meant purely for academic purposes and will be not be used for any other purpose.

Hence, on behalf of the university, I am kindly requesting you to extend to her any assistance that may enable to collect the information she requires.

Yours faithfully,

A handwritten signature in black ink is written over a circular official stamp. The stamp is purple and contains the text: "UNIVERSITY OF NAIROBI", "RESIDENT LECTURER", "9 JUN 2020", and "Tel: 020 2649890".

**DR. JOHN BOSCO M. KISIMBII**  
**CO-ORDINATOR – SODL, MOMBASA CAMPUS**  
**EXAMINATION OFFICER - ODEL**

## Appendix V Request for Collection of Data from ACK

Pamela Mwari

P.O. Box 781-0618

Nairobi.

29<sup>th</sup> June 2020

Ven. Julius Njogu

CCMP Provincial Coordinator- ACK.

P.O Box 40502-00100,

**NAIROBI**

Dear Sir,

### **RE: REQUEST FOR DATA COLLECTION AT ACK**

I am a student at the University of Nairobi in the school of Open and Distance E-Learning. I am intending to carry out a research on **“Influence of Monitoring and Evaluation Practices on the performance of CCMP”** which is a requirement for award of Master of Arts Degree in Project Planning and Management.

The purpose for this letter is kindly to request for your permission to collect research data in Thika Diocese and National office among the coordinators by use of questionnaires and interview schedule.

The information gathered will be purely for research purposes and confidentiality will be observed.

I look forward to your positive feedback to enable me undertake the research project.

Attached, please find a copy of the University of Nairobi Letter requesting for your assistance.

Yours faithfully,



Pamela Mwari

L50/70443/2013

## Appendix VI Letter of Authorization from CCMP Provincial Coordinator

Ven. Julius Njogu

CCMP Provincial Coordinator- ACK.

P.O Box 40502-00100,

**NAIROBI**

30<sup>th</sup> June 2020

**Pamela Mwari**

P.O. Box 781-0618

Nairobi.

Dear Pamela,

### **RE: PERMISSION TO COLLECT DATA**

We are pleased to inform you that you have been granted permission to collect data for your research on **“Influence of Monitoring and Evaluation Practices on the performance of CCMP”**.

Kindly note the information gathered is purely for research purposes and observe utmost confidentiality and right measures especially in light of Covid-19.

Remember to share a copy of the report with CCMP National office.

Please get in touch with the CCMP Coordinator Thika Diocese for assistance. I wish you every success as you collect data for your research study.

Yours Sincerely,

  
Ven. Julius Njogu

**Provincial CCMP Coordinator**

## Appendix VII: Originality Report

**UNIVERSITY OF NAIROBI**  
**Declaration of Originality Form**

This form must be completed and signed for all works submitted to the University for examination.

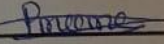
Name of Student	<u>PAMELA MUDARI KIROGO</u>
Registration Number	<u>LSO/70443/2013</u>
College	<u>ONEL</u>
Faculty/School/Institute	<u>SCHOOL OF OPEN AND DISTANCE LEARNING</u>
Department	<u>OF OPEN LEARNING</u>
Course Name	<u>M.A - PROJECT PLANNING AND MANAGEMENT</u>

Title of the work

<u>INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF CHURCH AND COMMUNITY MOBILIZATION PROGRAMS: A CASE OF THE ANGLICAN CHURCH OF KENYA.</u>
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