

**FACTORS INFLUENCING PERFORMANCE OF  
MONITORING AND EVALUATION OF NOMADIC HEALTH  
PROJECTS: A CASE OF SAVE THE CHILDREN IN WAJIR  
COUNTY, KENYA**

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**A project report Submitted in Partial Fulfillment of the Requirements for  
the Award of Degree of Master of Arts in Project Planning and  
Management of the University of Nairobi**

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## DECLARATION

This project report is my original work and it has not been presented for a degree or any other award in any other University.

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This project has been submitted for examination with my approval as the University of Nairobi supervisor.

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## **DEDICATION**

I dedicate this project to my beloved family; my mother Amina Abdullahi and my brother Mohamed Sadik for their support and love

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## **ABBREVIATIONS AND ACRONYMS**

<b>GoK</b>	Government of Kenya
<b>M&amp;E</b>	Monitoring and evaluation
<b>NGOs</b>	Non-Governmental Organization
<b>SPSS</b>	Statistical Package for Social Science
<b>UNDP</b>	United Nations Development Program

## **ABSTRACT**

For the nomadic health projects implemented by Save the Children monitoring and evaluation was not adequately addressed and this has affected the quality of information collected and the completion rate of the projects. Thus, this study sought to investigate factors influencing performance of monitoring and evaluation of nomadic health projects. The specific objectives were to determine stakeholder participation; assess availability of funds and identify capacity-building on the performance of M&E of nomadic health projects. The stakeholder and the program theory provided anchorage to the study. The study adopted descriptive survey research design at Save the Children projects in Wajir County, Kenya, and this involved 250 respondents, which presented a sample size of 152 respondents. The study used questionnaires to collect data. Data analysis involved qualitative and quantitative techniques in analyses and presentation. Quantitative data analysis used the Statistical Package for Social Sciences to compute descriptive statistics such as percentages and frequencies, means and standard deviations besides regression analysis as an inferential statistic. Data was presented using tables. The study established that 71.1% of the respondents agreed that there was stakeholder participation as far as the monitoring and evaluation in the project organization was concerned, 78.2% agreed on availability of funds and 64.2% agreed on existence of capacity building the studied project organization with respect to monitoring and evaluation. The study concluded that stakeholder participation, availability of funds and capacity building all have significant influence on performance of the monitoring and evaluation. The study recommended that the finance managers of Save the Children should create a budget and ensure that adequate funds are always available for supporting the monitoring and evaluation activities. The project managers of Save the Children should increase capacity building by training different stakeholders on the need to utilize monitoring and evaluation. The project managers of nomadic health projects by Save the Children in Wajir County should establish strategies that would increase stakeholder participation. The study recommended further research to be conducted to link monitoring and evaluation and other aspects like project performance or implementation of nomadic health projects

# CHAPTER ONE

## INTRODUCTION

### **1.1 Background to the Study**

Monitoring and evaluation (M&E) involves assessing performance of an ongoing project either during its adoption or at its implementation stages. Even after completion of a project M&E is used to give the short-term and long-term values of the projects. By separating the two, evaluation entails examining relevance, efficiency, effectiveness, and impact of projects against the projects' objectives (in simple terms it examines project against its objectives). This allows the project to remove or minimize errors, thereby increasing the chances of the project becoming a success (Gashaw, 2018). Evaluation results are used to recommend proper improvements for the project. In projects that involve remote supervision, evaluation is used to report ongoing activities i.e. to the donors; they can monitor how budgets and funds are managed. Monitoring on the other hand is a systematic collection, analyzing using data or information in tracking progress and decision making reasons. It mainly handles the output and the ability to complete all stages set for a project i.e. planning, delivery, and implementation. In simplicity, monitoring tracks project activities and their impacts. The stages of M&E include identifying the objective of the program; provide indicators to measure the extent of project meeting its objectives (Sulemana, Musah & Simon, 2018).

On stakeholders, Kamau (2017) used stakeholders as an independent variable and measured it with community members, government personnel, and donor's involvement. The study established how stakeholders' participation affected M&E; Sulemana, et al (2018) measured stakeholder involvement based on planning, implementation, and level of participation. Aigbavboa and Tengan (2017) explained that stakeholder of a project include client, contractors, community, local authority, service providers and beneficiary. The study showed high engagement and poor monitoring and evaluation. On funding, Murei, Kidombo, and Gakuu (2017) established budget allocation and reviews as having an effect on M&E. The idea of M&E cost is important. In many aspects, M&E requires adequate funding to pay surveyors, purchase technologies, and even analyze data provided by the complementary services. In some cases, due to the intensity and long duration of the M&E process, the cost is usually higher with the increase in time spend. Concerning capacity building, Kithinji (2020) established that capacity building entailed technological assistance, training, and organizing workshops, conducting coaching program, collaborating, and level of engagement of

communities. The study found that improving technologies had the highest focus. Nderitu, Maitho, and Rogito (2020) measured capacity building in terms of conducting of learning centre programs, providing legal framework and support, improving skills, income generation, policy guidelines, accountability, exposure, and revenue control. With these outlined measures, the study has borrowed and incorporated the most important wants that relate to this study.

Globally, many projects have turned out positively and well performing because of best practices. In developed countries, there are standards that have been established to make sure that Monitoring and Evaluation is effective. In many cases, a combination of factors have enabled the successful accomplishment of projects and sustained M&E. In several studies, it has been proven that most projects have adopted adequate capacity building, finances, personnel, technologies, and stakeholder participation.

In Africa, the performance of M&E is negatively affected by several factors especially politics. A study by Muhammad, Umar, Abdullahi, and Abubakar (2011) established that participation by the stakeholders was fair. Bakari and Said (2018) revealed that stakeholders' participation in M&E was relatively fair in Tanzania. The study established that they were challenged by problems, which included lack of skills, high cost, demanding time, and complexity of analysis, which lowered stakeholder's performance, and thus negatively affecting M&E.

In Kenya, a study was conducted by Mutua (2013) on factors affecting effectiveness of M&E, as it established stakeholder participation, used budget, training, and politics on M&E performances. The measures were similar to the measures that this study is using, except politics, with level of training representing capacity building, budgetary allocation representing finances or funding, and stakeholder participation. The study established that committee members were less trained and / or not equipped with enough capacity building. The study also showed that committee members had poor knowledge of the budget they were allocated for project. The study also suggested that there was low level of participation among stakeholders. From this perspective, it is proper to state that there are several cases of failed projects as a result of poor performance of factors that were put up to improve M&E. Nyang'wara and Mwangi (2015) also assessed M&E effectiveness based on project capacity, stakeholder, politics, and budget. It was established that technical capacity, stakeholder participation, and budgetary allocation were effective except politics, which was positive and

non-significant to M&E. This explains that government projects have been found to be ineffective since they were influenced by politics negatively. This means that without the introduction of politics in a study, an increased effectiveness of M&E performance. Ng'etich and Otieno (2017) found that availability of funds, stakeholder participation, and involvement of technical personnel influenced M&E. It was established that stakeholder participation was fair, funds availability was low, and technical staff was poor. In general, from the three authors whose studies were selected randomly, it is proper to state that many M&E processes are performing fairly or poor.

## **1.2 Problem Statement**

Ideally, a project is required to meet its expected performance tracker and checklist. A checklist is used in project monitoring and evaluation to determine if the project is succeeding or failing. If the project is succeeding, the performance tracker records a positive indicator of what is happening and stability. The success of a project is mandatory and depends on many factors, which include stakeholders, funds, and capacity. At the end of the monitoring and evaluation process, the information gathered is used in decision-making (Charles, Lauras & Van Wassenhove, 2010). However, this is not always the case with many projects, especially those that are less funded, less supervised, and less capacitated.

For the nomadic health project implemented by Save the Children monitoring and evaluation has not been adequately addressed and this has negatively influenced the quality of information collected and the completion rate of the projects. Lack of quality information is due to the lack of adequate data that has led to poor decision-making towards the project and these have negatively impacted the performance of the project. On the completion rate, some projects take too long to be completed, a good example is family planning and vaccination projects that took more than five years. When it comes to stakeholder's participation save the children is not fully involving them on making decisions and recommendations. On the budget allocation to the M&E activities in the field the funds are not adequate and well utilized while the nomadic project staff are not well trained on M&E.

An example of a study that was able to come closer to the content of this study was a study conducted by Mugoha Changa (2015) on the factors influencing implementation of nongovernmental partnership projects, with the study organization being Save the Children and the project studied being the high impact nutrition intervention project in Wajir County.



The study has no aspect of monitoring and evaluation, with its variables being the assessment of evaluation of the influence of partners' financial resources, capacity to coordinate and organize, level of accountability and transparency, and finally, internal governance structures of Ministry of Health. The fact that the study was considerate and speaks a similar language to this study means that there exists a gap that needs to be filled with specifications being on monitoring and evaluation as the measure of performance.

The nomadic health project implemented by Save the Children is unique and the organization is experiencing major hurdles in the execution of M&E to improve the performance of its nomadic health projects. This study sought to fill the gap by undertaking a study on factors influencing performance of M&E of nomadic health projects, namely; stakeholder participation, availability of funds and capacity building.

### **1.3 Purpose of the Study**

The purpose of the study sought to investigate factors influencing performance of M&E of nomadic health projects: A case of save the children in Wajir County, Kenya.

### **1.4 Research Objectives**

The study was guided by the following specific objectives

- i. To determine the influence of stakeholder participation on performance of monitoring and evaluation of nomadic health projects by Save the Children in Wajir County, Kenya.
- ii. To assess how availability of funds influence performance of monitoring and evaluation of nomadic health projects by Save the Children in Wajir County, Kenya.
- iii. To identify the influence of capacity building on performance of monitoring and evaluation of nomadic health projects by Save the Children in Wajir County, Kenya.

### **1.5 Research Questions**

- i. To what extent does the stakeholder participation influence the performance of M&E of nomadic health project by the Save the Children in Wajir County, Kenya?
- ii. To what extent does the availability of funds influence the performance of M&E of nomadic health project by Save the Children in Wajir County, Kenya?

- iii. How does the capacity building influence the performance of M&E of nomadic health project by Save the Children in Wajir County, Kenya?

### **1.6 Research Hypotheses**

**H<sub>01</sub>:** Stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.

**H<sub>02</sub>:** Availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.

**H<sub>03</sub>:** Capacity building has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.

### **1.7 Significance of the Study**

Save the Children projects, Kenyan Government, Nomadic Community in Wajir County, and researchers will benefit from the results of this study as follows:

To the Save the Children, the study would inform their projects of the best practices they can use towards improving their services and timely completion of their projects. By this, the study would provide the program M&E measures that they would use to relate to their provision of humanitarian assistance to the estimated an already over 781,263 people of Wajir. The Programme is to improve food security, livelihoods, healthcare, and nutrition using M&E measures to improve social management and protection structures.

To the Kenyan government, adequate information is going to be provided to increase support to the project. In a previous study, it has been established that the organization faces challenges including dissemination and receiving of information because of the large surface area they need to cover, the poor road networks, poor security, poor mobile network coverage, and an illiterate population of moving nomads. These challenges make it necessary for the study to recommend collaborative functions between Government of Kenya (GoK), and Save the Children program. This would be expected from recommendations that the study would make regarding M&E.

The study would assist to improve the livelihood, food security, and healthcare accessibility of the nomadic community. The community in Wajir County would also use the study to get

services that the Save the Child program will have. Given that they are mobile, nomads cannot be reached easily and the area has a problem of network connection. This makes the nomads to be in need of good mobile coverage, which will assist them in receiving important information and appointments on the programs' access to quality of its programs and government related ones.

Future researchers would also be provided with recommendations for future studies. They would use the information provided to inform their studies through informing their readers using this study as literature review. They would also use this study to formulate criticism that would be used to understand gaps in this study and what is needed to fill these gaps.

### **1.8 Basic Assumptions of the Study**

The study assumed that Save the Children and its staff would provide reliable information on their M&E performance of nomadic health projects. The study also assumed that the respondents would have a good understanding of factors influencing performance of M&E of nomadic health projects.

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

The study was limited to stakeholder participation, availability of funds and capacity building. In many other studies, political factors have been used as an independent variable. However, this study fell short in using this variable. To solve this, the study incorporated the use of politics as an intervening variable. This is seen in the conceptual framework in figure 1.

Due to Covid-19 pandemic measures and guidelines put in place by the government, the questionnaire was administered using emails and for those who did not have emails address the researcher contacted them through their mobile telephone for the interviews.

### **1.10 Delimitation of the Study**

The study focused on how stakeholders participation, availability of funds and capacity building influence performance of M&E of nomadic health projects. The scope of study was the Save the Children in Wajir County, Kenya. The reason for the selection of the projects run by the Save the Children was because nomadic health projects were initially started in Wajir County and it is expected that they are completely implemented.

### **1.11 Definition of Terms**

**Nomadic health projects:** Refers to the initiative that Save the Children projects are providing which targets the wellbeing of nomadic families who are coming from the region (Wajir) that are practicing pastoralism as a livelihood.

**Factors:** This refers to the number of things that are considered as being either positive or negative in terms of the influence on M&E and that they are necessary and have a particular or varying level of effect. In this study, they include stakeholder participation, availability of funds and capacity building.

**Stakeholder participation:** This refers to the individual or institution taking part in a project and M&E activities either directly or indirectly.

**Availability of Funds:** This refers to the amount of money or budget allocated for M&E activities and it is determined by looking at the source of funds, budgetary allocation, adequacy of funds, and utilization of funds.

**Capacity building:** This refers to developing, obtaining, improving, and retaining knowledge, skills, and competency, to allow projects to perform better. It is measured using availability of M&E staff, M&E training conducted, technological efficiency, and availability of logistical facilities.

**Performance of M&E:** This refers to the assessment and review the performance of M&E on the success of a project, which is normally measured against the actual plan to see if the project is meeting its set goals. This means the activities conducted during and after a project, to assess performance of the project, level of implementation, rate of completion and the values of the project. In the study, it is measured through the number of Reports, meetings, tools and equipment, Project completion rate and quality of service.

## **1.12 Organization of the study**

Chapter one consist of the background to the study, the problem statement, the purpose of the study, objectives of the study, research questions that guided the study, the significance of the study and finally the study states assumption of the study, limitations and delimitations. Chapter two focuses on literature review as well as theories that were relevant to the study. Chapter three entails of methodology that specifically outline the research design and sampling technique that were used for the study. Chapter four focuses on data analysis, presentation and interpretation of the results from the data that will be collected from the field. Chapter five will analyzed and summarized the findings of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter reviews the relevant literature and theories to the study. The stakeholder and program theories will guide the study to discuss how the independent variables (Stakeholders' participation, availability of fund and capacity building) will influence the performance of nomadic health projects.

#### **2.2 Performance of Monitoring and Evaluation of Nomadic Health Projects**

Performance is a multi-dimensional concept that can be viewed in qualitative and quantitative dimension the number M&E reports, the M&E meetings, the M&E tools and equipment and the M&E results (Kihuha, Mathenge, Kimani, Kagunya, Chacha, Murage & Nur, 2018). M&E involves generation of the M&E report once data has been gathered and analyzed (Callistus & Clinton, 2018). The M&E reports should be available to all stakeholders so as to enhance transparency and accountability. As noted by Abalang (2016), staff across different departments in the organization should be trained on how well to use the M&E reports.

The M&E meetings are held by the M&E team to deliberate on the contents of the reports. The M&E meetings should be open to all the stakeholders of the projects as this will enable them to get information on how their projects are progressing towards realization of the intended goals (Gashaw, 2018). The M&E tools and equipment help in ensuring that the project activities have been carried out smoothly. These tools and equipment should be regularly maintained. Furthermore, the M&E staff should be well equipped so as to carry out their duties and responsibilities (Maendo, James & Kamau, 2018). According to Kathongo (2018), all stakeholders should be ready and able to read and interpret the M&E results so as to make relevant and informed decisions that will contribute to success of the project.

#### **2.3 Stakeholders Participation and Performance of Monitoring and Evaluation of Nomadic Health Projects**

M&E is a continuous function involving management being conducted by many stakeholders. Insufficient M&E encumbers stakeholder's participation on development process (World Bank, 2002). Stakeholder participation in monitoring is valuable as it builds trust among

them and improving project outcomes by triangulating results. Stakeholders are getting complex in their participation in planning and implementing projects. Improving participation in each stage improves suitability and ownership. Stakeholders contribute either adequately or inadequately to the projects. Valadez and Bamberger (2004) shared that stakeholders' participation at various stages depends on stakeholders sharing information more for decision-making purposes, the accuracy and efficiency of collaborating among stakeholders leads to better M&E.

Stakeholder's interests have a way of affecting project activities. The need to analyze the workings of a project informs stakeholders of areas that need improvement and the rise of better outcomes and timely completion of projects. M&E stakeholders build projects towards ensuring continued effectiveness of stakeholders (UNDP, 2002). According to Kamau (2017), stakeholders are crucial and affect monitoring and evaluation positively with their every accountability of projects funded, participation of stakeholders in project M&E in particular manner leads to accountability, and trust.

Monitoring and Evaluation involves all key stakeholders developing frameworks. Collaboration helps to measure results and project achievement (Coupal, 2001). Lack of stakeholder participation constrains effectiveness of responsiveness and responsibility of government at local stages (Ahenkan et al., 2013). In poverty reduction projects, structures of community stakeholders in M&E must exist. As indicated by Alfred (2015), low involvement on project monitoring among stakeholders can be due to poor education, collaboration and information dissemination.

Emphasis on stakeholder participation in project M&E achievements is on the desire for establishing outputs and outcomes. Many failed projects are as a result of contractors and project officers charged with the M&E process taking advantage of stakeholders to circumvent the project without proper approaches to contract specifications of projects. M&E plan should include stakeholders from both public and private organizations in M&E of projects. An increased engagement by different stakeholder groups involved in monitoring and evaluating projects with full and active participation (Rajalahti, Woelcke & Pehu, 2005). Similarly, Wilcox (2003) argued that M&E is purposed to implicate stakeholder's capacity to reflect, analyze, solve problems, take action, learn, adjust, and ensure they meet results that add value or change in the project. Stakeholder participation is effective they have satisfied their interests. Stakeholders involved in decisions and possibly take action of difficult task

identify the interests that will help them work out and negotiate processes of achieving their interests

Stakeholder participation is concerned with mobilization of stakeholders with regard to beneficiaries of participation i.e. participation of community members. Community participatory models account for engagement in participatory development. Participation on interventions is meant to cause change on local communities. Maximizing participation increases proper policy decisions (Zittel & Fuchs, 2007). For example, environment interventions work better if communities directly affected by changes actively participate in M&E (Sanoff, 2000). Effective community participation leads to a successful M&E process. Lack of effective community participation has been proved to fail. Dube (2009) shared that effective participation leads to better mobilization i.e. interactive and spontaneous actions. Spontaneous mobilization allows community to make decision independently on if professionals are allowed to initiate programs or continue with programs that change their situation, while interactive mobility is simply directed by locals deciding and doing it themselves.

Participation empowers community's control of projects. Poor participants' engagements in project analysis and priorities lowered M&E results (Chambers, 1997). Participation is meant to foster capacities of marginalized groups i.e. local women and the disabled in continents like Asia and Africa to increase dependency and reliance. According to Mwanzia and Strathdee (2010), participation is purposed to integrate marginalize voices in decision-making, and therefore cooperate and solve project problems uniformly. Involving communities increases the chances of ensuring effectiveness of developing transparent and sustainable development programs.

Community participation is key to the increment and empowerment of communities in the success of a project. Participation intends to benefit stakeholders by ensuring ownership of sub projects, empowerment, and relevance of sub projects to meet community needs (Anatole, 2005). As shared by Nekwaya (2007), participation requires taking contrary positions or interests of government or donor groups, therefore, a predetermined result of the outcome of the participation. This warns participants of possibly serving the interest of interested groups more than the interest of the community.



## **2.4 Availability of funds and Performance of Monitoring and Evaluation of Nomadic Health Projects**

Most organizations are investing in monitoring and evaluation, and therefore, it requires the budget to be clearly defined based on the overall project budget. Therefore, one of the most important factors of M&E is costs. M&E demands to be funded, and the more complex the process, the higher the funds required. Various types of costs exist and they determine the speed and budget of executing a project. There are also several project cost-managing processes with examples being cost estimation, planning, budgeting, and control. For projects to be effective, they are required to do what is written in the budget. Information collected about M&E is translated to financial implication (Aukot, Okendo & Korir, 2010). Financial resources are expected to be tracked as one of the functions of M&E process. Crawford and Bryce (2003) indicated that project activities have costs attached, and comparisons made on spending against project activities. Lack proper records of the projects finances could be an indicator of failing project and poor M&E.

Financial resource is spent on the purposes of achieving project goal (Hongren, et al., 1994). Financial experts are hired in M&E to estimate planned costs against cost of implementation of project. Project cost estimates i.e. rough, budget, and final estimates, in the course of project so as to realize the various types of costs. Most frequently used cost estimates are bottom-up, analogous, resource cost. Schwabe (2015) indicated that the analogous estimates utilizes real costs as the foundation for cost estimation in M&E. Bottom-up estimates assess individual activities and summing of project M&E.

Errors that are seen on project cost estimates are because of lack of experience, and underestimations of costs, lack of project development according to plan shows poor cost estimates (De Marco, 1982). Cost-benefit analysis is used on cost benefits, and project realization. Implementing M & E requires budgetary planning and review (Khake & Worku, 2013). M&E budgeting improves project performance. Budget allocation and prioritization in M&E looks at budgeting as a gauge for performance of projects. Budget performance and development includes poor performance (Nzekwe, Oladejo & Emoh, 2015). According to Okello and Mugambi (2015), the allocation of M&E budget affects project performance. An increase in the effect of cost challenges shows that there is failure of projects.

Allocating financial resources during M&E concerns the use of planning, managing and controlling of budget resources, and therefore, its required that strict tasks are put on M & E budgeting process (Ifrah, Kerosi & Ondabu, 2015). Adequate investment put into M&E ensures M&E is effective budgeting process (Ijeoma, 2010). The meaningfulness of M&E is to limit disconnection of strategic decision-making on finances and budget (Kavuyah, 2010). Project budgets make a clear definition of M&E activities. Yuni and Siti (2016) shared that certain budgets lead to a prioritized tracking of budgets that delineated budget planning, thus giving M&E function advantage especially in places where budgets show scarcity of finances. Successful budgeting involves increases accountability. More decision on allocating resources is recommended to be conducted through scientific and accounting frameworks in M & E.

Budgets are controlled with guidance towards establishing potential risks. Budgets guide M&E through specifying the finances required to spend on the project (Islam & Hu, 2012). Budgeting acknowledges budget allocation and review. M&E budget priority is planned for some months for review. M&E finances should cover all costs of M&E staff and activities. M&E budget adoption improves project performance. Understanding how M&E affects the budget, it leads to the performance of projects and assists the organization in question to govern plans better on how to improve performance. Budgets are a center of decision making to improve M&E. M&E function and budget usually are factored into integrated development plans. Islam and Hu (2012) argued that the project M&E are part of project plans, and when developing budget, it is the amount of funds placed on M&E that makes allocation important in addressing efficiency.

## **2.5 Capacity Building and Performance of Monitoring and Evaluation of Nomadic Health Projects**

Capacity building (CB) towards M&E is critical for the allocation of resource and decision-making (Porter & Goldman 2013). Capacity building initiatives include training of people on basic and technical support. Capacity building in terms of short-term evaluation training is used in response to local trainees and organizations' interests. Short courses provided have become common (Labin, 2014) and their impact suiting interventions that are not adequately and comprehensively reviewed (Wandersman, 2014). Mushrooming M&E training play a role in training less developed communities; ascertain training to build evaluation capacity; and looks into solving challenges affecting training on building M&E capacity.

Capacity assessment instruments recognize the need for measuring results to shape future efforts (Morariu, Reed & Brennan 2011). Examples of capacity building tools include organizational evaluation checklist (Volkov & King 2007), and Danish model of mapping public sectors capacity. According to Nielsen, et al., (2011), the ability improves capacity for decision-making is aligned with organization functionality.

Capacity building process improves personal experiences (Tarsilla, 2014). Training remains one of the most important community-based capacity buildings with interventions in training being used to provide technicality related assistance (Stevenson et al. 2002) in trainings, experiences, and competencies developed (Taylor-Ritzler et al. 2013). The views shared by Podem (2014) were that empowering people with skills and competencies guides and knowledge they need to improve practitioners' profession. Training efforts impart skills and knowledge capacities.

Knowledge motivation is causes improvement in program leadership. The challenges facing capacity building differs with different projects and requires that M&E be provided to view capacity and performance to determine adequate performance on the capacity. The biggest challenge is the need for extensive and experienced human and financial resources.

## **2.6 Theoretical Review**

The study was informed by two theories: the stakeholder and program theories. A discussion on each of these theories is set out in the subsequent sections.

### **2.6.1 Stakeholders Theory**

Stakeholders theory was published in 1983 and a new edition proposed by Miles in 2012). The theory explains organizational management and business ethics. The theory also explains morals and values that are required in the management of an organization. In the theory, a stakeholder affects and in return gets affected by organization activities and objectives. Stakeholders are different and this makes a large number of individuals and groups being represented as stakeholders in a particular program or project. Stakeholder participation can either affect projects positively and negatively (Miles, 2012). Stakeholders are beneficiaries of PME as they evaluate and learn project entails and finally improve on the impact.

The stakeholder should act according to the purpose of the organization and needs to maintain the required ethical principle. The theory states that stakeholders' behave and

actions are instrumental in dealing with how organizations work to the interest of the stakeholder and that of the organization. It is the duty of the stakeholders to be in line with organization goals (Friedman 2006). Friedman (2006) explains organizations as a group of stakeholders with the purpose of managing their interests. Through the organization's managers, stakeholders ensure their decisions are for organization survival. Stakeholder theory show stakeholders are involved in project management (Duckworth, 2010). This theory was used to link the variable of stakeholder participation and performance of M&E.

### **2.6.2 Program Theory**

Weiss (1972) proponent the Program Theory, which states that the use of path diagrams leads to the modeling of program stages and sequences for program intervention and the achievement of a desired outcomes. This model assists in the evaluation of variable to discover challenges facing chains of events i.e. program implementation events should make sure that chain of events are not breaking down, or negatively changing extent that the patterns affect the program. Program theory in evaluation practice constructs sensible program work during the transformation of input-output process (Donaldson & Lipsey, 1993). It guides the program components towards collecting outcomes.

Program Theory provides evaluation solutions that identifies core elements of a program, and also articulates the direction to which the program elements can relate. The theory guides Monitoring and Evaluation data collection plan, framework and measures that extent each element, and the data analyzed using an M&E framework. The theory allows the program element to be triangulated and cooperated to work together.

Program theory consists of organizational plans dealing with the deployment of resources, organizing activities and services to develop and maintain programs. The theory explains planning for services to the beneficiaries, by looking at providing intervention and interaction that the program is using to deliver service. It also acknowledges the extent to which intervention lead to social benefits or long-term impact (Chen & Rossi, 2004).

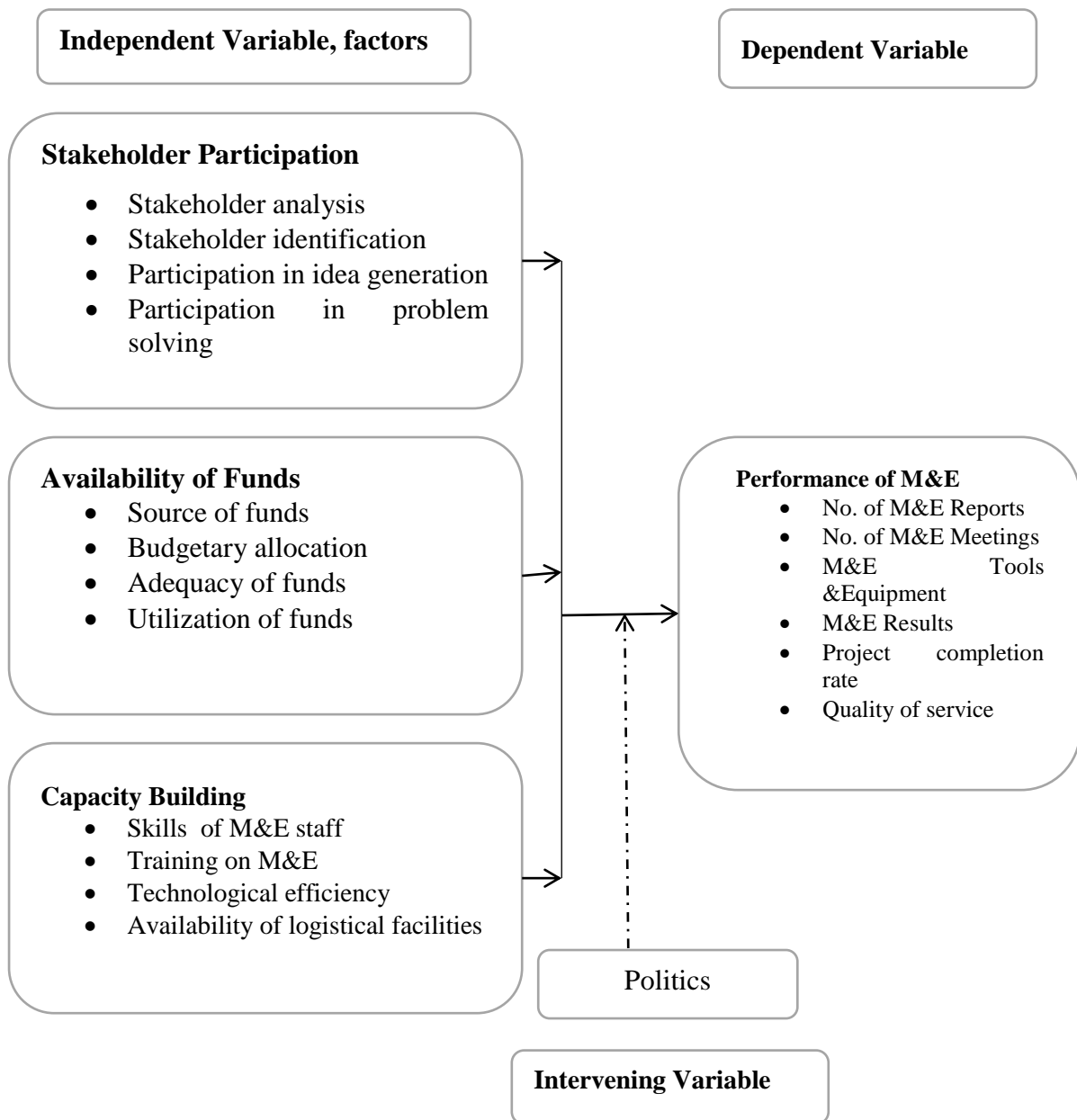
The theory's benefits to monitoring and evaluation are linked to the program framework, include projects outcomes, and the identification of unanticipated changes, undesired results,

and Programme consequences. On evaluation of programs, it enables evaluators to establish the workings of a Programme (Uitto, 2000). Monitoring and Evaluation are complementary to each other. With monitoring and evaluation being single functions, making distinction between the two ensures program implementation meets set plans by making the correct action. Monitoring increases the ability to make proper decision during implementation stage. It also increases good project performance. The theory suggests that program frameworks lead to transparency and accountability by stakeholders. Monitoring tracks, documents the uses of resources in program implementation. It also compares impacts of the project with the achievement of plan.

Evaluations are two types: formative and summative; with formative representing efficient utilization of resources to produce results and strengthen project based on plans. Formative evaluations are conducted at the end of the project. Its aim is to determine progress of project, challenges, and lessons learned. Evaluation guides projects through the facilitation of organization learning and documentation of good practices. Outcome evaluation looks at the extent program objectives are achieved and their on the project. M&E depends on reviews of capital, methods, ethics, resources, and skills of program personnel (Jones, et al., 2009). This theory was used to inform the variable of available of funds (which is part of the resources) and how it influence performance of the M&E.

## 2.7 Conceptual Framework

Figure 1 shows the conceptual framework on factors influencing performance of M&E of nomadic health projects that are implemented by Save the Children within Wajir County, Kenya.



**Figure 1: A conceptual Framework on the relationship between the factors and performance of M&E of nomadic health projects**

## 2.8 Summary of literature and Research Gaps

The summary of literature and research gaps is as shown in Table 2.1.

**Table 2.1: Research Gaps**

<b>Variables</b>	<b>Indicators</b>	<b>Author</b>	<b>Findings</b>	<b>Knowledge gap</b>
Stakeholder Participation	Stakeholder Analysis Stakeholder Identification Participation in idea generation Participation in problem solving	Valadez & Bamberger, (2004)	Stakeholders are involved in planning and designing of M&E of the project Participation reflects the community needs in the implementation of M&E	The study didn't establish the level of stakeholder participations in the all stages of planning, Designing and implementing of M&E of the projects
Availability of funds	Source of funds Budgetary allocation Adequacy of funds Utilization of funds	Yuni & Siti, (2016)	Budgetary allocation has high influence on M&E performance and project completion on time	The study didn't establish whether M&E budgetary is given prioritization and is only utilized for M&E activities
Capacity Building	Availability of M&E staff Training on M& E Technological efficiency Availability of logistical facilities	Taylor & Ritzler (2013)	Capacity building improve the technical capacity of the staff that positively relate to the performance of M&E	The study didn't established how the capacity building improve the performance of M&E and the quality of service delivery

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The chapter comprises of a research design, target population, sample size and the sampling procedures, data collection instruments, data collection procedures, data analysis and presentation and finally ethical considerations.

#### 3.2 Research Design

Creswell and Miller (2000) define a research design as a procedure used to collect, analyze, interpret and present data. This study used a descriptive survey design. The design was to describe socio-demographic characteristics, the independent and dependent variables.

#### 3.3 Target Population

Population refers to total number of items such as people with a particular homogenous characteristic and a shared study area (Mugenda & Mugenda, 1999). The target population was obtained from Save the Children and nomadic health projects. The total number of employees in these projects was 260 as indicated in Table 3.1.

**Table 3.1: Target Population**

<b>Group</b>	<b>Population</b>
Managers	<b>28</b>
Field/Project officers	<b>154</b>
Stakeholders	<b>13</b>
Trainers and educators (Capacity building department)	<b>47</b>
Finance department officers	<b>6</b>
M&E department staff	<b>12</b>
<b>Total</b>	<b>260</b>

*Source: The Save the Children HRM-Nairobi, Kenya (2020)*

#### 3.4 Sample Size and Sampling Procedure

This section presents a description of sample size determination and the sampling procedure used for this study.

##### 3.4.1 Sample Size

A sample is a portion of population scientifically or randomly selected to represent the entire population and sampling is a selecting process of sample from a population (Orodho, 2009).



The sample size was calculated using the Krejcie and Morgan Table (1970) as presented in the following formulae.

$$s = \frac{X^2 NP(1-P) + d^2(N-1) + X^2 P(1-P)}{d^2}$$

Whereby:

s=sample size

X<sup>2</sup>= Chi-square for 1 degree of freedom at the desired confidence level (3.841)

N=Population

P=the population portion assuming 0.5 to provide a maximum sample size.

d=degree of accuracy expressed as a portion (0.05)

The computed sample size was 152 respondents as indicated in Table 3.2.

**Table 3.2: Sample Size**

<b>Group</b>	<b>Population</b>	<b>Sample</b>
Managers	28	16
Field officers	154	90
Stakeholders	13	8
Trainers and educators (Capacity building department)	47	27
Finance department officers	6	4
M&E department staff	12	7
<b>Total</b>	<b>260</b>	<b>152</b>

### 3.4.2 Sampling Procedure

Refers to method of picking smaller portions of a population to be used for research purposes (Mugenda & Mugenda, 2003). This study used purposive and simple random sampling. Purposive method of sampling was used to select management staff, stakeholders, M&E department staff, finance department officers, trainers, and educators, while the simple random sampling was used to select field officers.

### **3.5 Data Collection Instruments**

The study utilized questionnaires to collect data on the factors as well as the performance of M&E of nomadic health projects. The advantages of using questionnaire as a tool for data collection are as follows: it allows the collecting of excessive data, takes a short period to collect data, its suitable as information is easily described in writing (Flick, 2002). The questionnaire contained both the open-ended questions and close-ended questions (Appendix II). The questionnaire had two sections where section I contained questions on the general information. Section II collected data on the variables of the study.

#### **3.5.1 Pilot testing of the instruments**

Data collection instrument for the study was piloted to test the validity and reliability. The instrument was piloted using 15 respondents as recommended by Mugenda and Mugenda (2003). The sample for piloting was drawn from emergency response project in Wajir County. The respondents for piloting was selected using purposive sampling procedure.

#### **3.5.2 Validity of the instruments**

A valid instrument measures its intended questions, and is accurate in achieving its purpose (Creswell & Miller, 2000). Validity measures all appropriate inferences the researcher is basing on to measure collected data. Content validity was judged based on the appropriateness of collection tool's contents. Experts' such as lecturers of research methods and supervisor at the University advised the researcher how best to determine validity of research instruments. The expert's advice was used to improve structure and content of the tool for data collection (Creswell & Miller, 2000).

#### **3.5.3 Reliability of the instruments**

Reliability is the consistency of a tool to capture high scores for the responses obtained from administering a research instrument. The higher the comparability among returned feedbacks, the higher the error and the lower the reliability.

Because the study aimed at attaining a statistical measure of reliability and that this involved the use of (SPSS version 24). Cronbach Alpha was computed after conducting a split-half method to determine the reliability of the research instrument. Kothari (2010) reveals that Cronbach Alpha Coefficient of 0.7 and above represent a reliable measure of the instrument..

### 3.6 Data Collection Procedure

Prior to collection of data, the researcher obtained introduction letter from the University of Nairobi and also notified Save the Children office in advance by writing an introduction letter with regard to the intended study before the actual date. The questionnaire for the study was administered to the respondents through google forms that were sent to the respondents through their email accounts. This online method was adopted in administration of the questionnaire to the respondents because of the Covid-19 pandemic that made it hard to collect data from the respondents personally.

### 3.7 Data Analysis Techniques

The data analysis involves the computation of both descriptive and inferential statistics using SPSS. Descriptive statistics included frequencies and percentages. The Inferential statistics used consisted of regression analysis with the model as specified below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:-

- Y      M&E performance
- $\beta_0$     Intercept of Y (Constant)
- $X_1$  -Stakeholder participation
- $X_2$  -Availability of funding
- $X_3$  -Capacity building
- $\epsilon$ -Error term

### 3.8 Ethical Considerations

Kothari (2010) identifies no harm on voluntarism participation and confidentiality as the ethics of purpose, analysis and reporting. Respondents were asked to participate using voluntarism. No respondent was coaxed to do so. The respondents were protected from harms such as leaking information concerning their personal identify. It also tried to make sure that there was no bias and therefore represented the entire population through sampling responsibly. Confidentiality was emphasized in the study by not seeking the respondents to give their information such as identification numbers, names, and telephone numbers. The study also addressed academic ethics by making sure that the entire document was not plagiarized as recommended by the university.

### 3.9 Operationalization of Variables

Table 3.4 summarizes how the variables of the study were operationalized.

**Table 3.4: Operationalization of variables**

Objective	Type of variable	Indicator	Level of Scale	Tool for Data Analysis	Type of Analysis
To determine the influence of stakeholders participation on performance of M&E of Nomadic Health Projects by Save the Children in Wajir County, Kenya	Independent variable	Stakeholder analysis	Ordinal	SPSS	Descriptive statistics
		Stakeholder identification	Nominal		
	Stakeholder Participation	Interval	Inferential statistics		
To assess how availability of funds influence performance of M&E of Nomadic Health Projects by Save the Children in Wajir County, Kenya	Independent variable	Source of funds	Ordinal	SPSS	Descriptive statistics
		Budgetary allocation	Nominal		
	Availability of fund	Interval	Inferential statistics		
	Adequacy of funds				
Utilization of funds					
To identify the influence of capacity building on performance of M&E of Nomadic Health Projects by Save the Children in Wajir County, Kenya	Independent variable	Skills of M&E staff	Ordinal	SPSS	Descriptive statistics
		Training on M&E	Nominal		
	Capacity building	Interval	Inferential statistics		
	Technological efficiency				
Availability of logistical facilities					

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATIONS, AND INTERPRETATION

#### 4.1 Introduction

The chapter entails of the analysis of the findings as informed by the data that was gathered from the field. The chapter thus details the questionnaire return rate, the general information, descriptive statistics and regression results.

#### 4.2 Questionnaire Return Rate

The study administered 152 questionnaires to the respondents of which 85 of them were dully filled and returned. This translated to a questionnaire return rate of 55.9%. This rate implied that the findings were reliable and consistent with the assertion of Mugenda and Mugenda (2003) who noted that a response rate of 50% and above is a good rate for the interpretation of the study.

#### 4.3 Socio-demographic characteristics of the Respondents

The study sought to collect the general information on the respondents with the findings as detailed in the subsequent sections.

##### 4.3.1 Gender Distribution of the Respondents

The results on the distribution of the male and female respondents are as indicated in Table 4.1.

**Table 4.1: Gender Distribution of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	62	72.9
Female	23	27.1
<b>Total</b>	<b>85</b>	<b>100.0</b>

From the Table 4.1 shows that 72.9% of the respondents were male, 27.1% were female. This implies that more male that female take part in the M&E activities in regard to the studied projects.

### 4.3.2 Level of Education of the Respondents

The result for level of education of the respondents are summarized in Table 4.2.

**Table 4.2: Level of Education of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Primary	2	2.4
Secondary	12	14.1
Tertiary	34	40.0
University	37	43.5
<b>Total</b>	<b>85</b>	<b>100.0</b>

Table 4.2 show that 40.0% of the respondents had tertiary education, 43.5% had University education, 14.1% had secondary education and 2.4% had primary education. This implies that most of respondents were generally learnt and probably they were able to read and interpret the research questions on M&E.

### 4.3.3 Role Played by the Respondents

Respondents were asked to indicate the respective role they played as far as the projects that were covered were concerned. The findings were indicated in Table 4.3.

**Table 4.3: Role Played by the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Stakeholder	5	5.9
Project Staff	76	89.4
Other	4	4.7
<b>Total</b>	<b>85</b>	<b>100.0</b>

The results in Table 4.3 indicate that 89.4% of the respondents were the project staff, 5.9% were stakeholders and 4.7% held played other roles including funding of the studied projects. This implies that there was diversity in the views that respondents expressed on M&E since they played different roles in the project organization.

### 4.3.4 Years Worked by the Respondents

The study also determine the number of years that respondents had worked with project organization. Table 4.4 gives a summary of the findings.

**Table 4.4: Years Worked by the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Less than 1 year	11	12.9
1-2 years	11	12.9
2-3 years	9	10.6
3-4 years	20	23.5
4-5 years	27	31.8
More than 5 years	7	8.2
<b>Total</b>	<b>85</b>	<b>100.0</b>

According to findings 31.8% of the respondents had worked with their project organization for 4-5 years, 23.5% for 3-4 years, with a tie at 12.9% for those respondents who had worked for less than a year and those who had been there for 1-2 years, 10.6% for 2-3 years and 8.2% for over 5 years. Having been in their entities for a relatively longer time period, the participants were probably well versed with issues of M&E.

#### **4.4 Information on independent variables**

The section provides information on independent variables and their influence on performance of M&E of nomadic health projects.

##### **4.4.1 Stakeholder Participation and Performance of M&E of nomadic health projects**

The study sought to determine how stakeholder participation influence performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. The findings are indicated in the Table 4.5.

**Table 4. 5: Stakeholder Participation**

		strongly disagree	disagree	neutral	agree	strongly agree	Mean	Std. Dev
I participate in analyzing the interests of the stakeholders in M&E of nomadic health projects	f	0	5	22	47	11		
	%	0	5.9	25.9	55.3	12.9	3.75	0.754
I participate in analyzing the expectations of the stakeholders of the M&E nomadic health projects	f	0	7	18	55	5		
	%	0	8.2	21.2	64.7	5.9	3.68	0.711
I participate in identifying the primary stakeholders of the nomadic health projects	f	0	1	21	60	3		
	%	0	1.2	24.7	70.6	3.5	3.79	0.490
I participate in identification of secondary stakeholders of nomadic health projects	f	0	1	22	52	10		
	%	0	1.2	25.9	61.2	11.8	3.86	0.601
I participate in generation of M&E ideas of the nomadic health projects	f	0	0	30	53	2		
	%	0	0	35.3	62.4	2.4	3.67	0.521
I generate new ideas during the M&E meetings of the nomadic health projects	f	1	1	17	58	8		
	%	1.2	1.2	20	68.2	9.4	3.89	0.535
I participate in solving problems of nomadic health projects	f	0	3	23	51	8		
	%	0	3.5	27.1	60	9.4	3.81	0.587
<b>Overall Score</b>		<b>0.2 %</b>	<b>3.0 %</b>	<b>25.7 %</b>	<b>63.2%</b>	<b>7.9%</b>	<b>3.78</b>	<b>0.600</b>

Majority of the respondents agreed that there was stakeholder participation in M&E of nomadic health projects with a mean score of 3.78. However, those respondents that agreed they have participated in analyzing the interests of the stakeholders in M&E of nomadic health projects had a mean score of 3.75 while those said that they participated in analyzing the expectations of the stakeholders of the M&E of nomadic health projects has a mean score of 3.68. It was also noted that those respondents who participated in identifying the primary stakeholders of the nomadic health projects has a mean score of 3.79 while those participated in identification of secondary stakeholders of nomadic health projects has a mean of 3.86. The results in Table 4.5 further indicate that those respondents agreed that they participated in generation of M&E ideas of the nomadic health projects has a mean score of 3.67 while those agreed that they generated new ideas during the M&E meetings of the nomadic health projects has a mean score of 3.89. Finally, those who said they participated in solving problems of nomadic health projects has a mean score of 3.81.

Several implications can be drawn from the findings in Table 4.5 in light of the indicators of M&E. Given the fact that there was stakeholder participation, it can be deduced that this was



done by attending the M&E meetings and probably utilizing the M&E results. The stakeholder participation could also have far reaching influence on quality of the services and the completion rate of the projects in place.

#### 4.4.2 Availability of Funds and Performance of M&E of nomadic health projects

The study assess how availability of funds influence performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. The findings are indicated in the Table 4.6.

**Table 4.6: Availability of Funds**

		strongly disagree	disagree	neutral	agree	strongly agree	Mean	Std. Dev
There are clearly established sources of funds to carry out M&E of nomadic health projects	f	0	3	11	64	7	3.90	0.551
	%	0	3.5	12.9	75.3	8.2		
The external sources of funds for M&E of nomadic health projects in this organization include the donors	f	0	17	2	55	11	3.70	0.941
	%	0	20	2.4	64.7	12.9		
There is joint budgetary allocation to finance M&E of nomadic health projects in this organization	f	0	0	6	59	20	4.17	0.534
	%	0	0	7.1	69.4	23.5		
There is transparent budgetary allocation for carrying out M&E of nomadic health projects in this organization	f	0	3	12	55	15	3.98	0.676
	%	0	3.5	14.1	64.7	17.6		
There are adequate funds to finance nomadic health projects in this organization	f	0	16	14	52	3	3.50	0.843
	%	0	18.8	16.5	61.2	3.5		
The funds for carrying out M&E to implement nomadic health projects are efficiently utilized in this organization	f	0	9	19	35	22	3.83	0.942
	%	0	10.6	22.4	41.2	25.9		
There is a M&E budget that outlines how funds are utilized in this organization	f	0	2	16	63	4	3.81	0.548
	%	0	2.4	18.8	74.1	4.7		
<b>Overall Score</b>		<b>0%</b>	<b>8.4%</b>	<b>13.5%</b>	<b>64.4%</b>	<b>13.8%</b>	<b>3.84</b>	<b>0.720</b>

As indicated in Table 4.6, the mean was 3.84 which implies that the respondents agreed on availability of funds as a factor influencing M&E of nomadic health projects and their organization. The respondents who agreed that there were clearly established sources of

funds to carry out M&E of nomadic health projects had a mean score of 3.90 while those said that there are external sources of funds for M&E of nomadic health projects has a mean score of 3.70. Those said there was joint budgetary allocation to finance M&E of nomadic health projects had a mean score of 4.17 while those believe there was transparent budgetary allocation for carrying out M&E of nomadic health projects in their organization had a mean score of 3.98. Table 4.6 further indicate that those respondents agreed that there were adequate funds to finance nomadic health projects had a mean score of 3.50. Those agreed that the funds for carrying out M&E activities were efficiently utilized in the implementation of nomadic health projects had a mean of 3.83 while those respondents who agreed that there was a M&E budget that outlined how funds were utilized in the organization had a mean score of 3.81.

In line with the established indicators of M&E, these finding in Table 4.6 imply that the studied project organization had funds that were available for M&E activities for nomadic health projects. It can be inferred that the available funds were probably utilized in purchasing the M&E tools and equipment which may be capital intensive. Hence, it can be argued that availability of funds contributed towards performance of M&E of the nomadic health projects.

#### **4.4.3 Capacity Building and Performance of M&E of nomadic health projects**

The study also identify the influence of capacity building on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. The findings are shown in Table 4.7.

**Table 4.7: Capacity Building**

		strongly disagree	disagree	neutral	agree	strongly agree	Mean	Std. Dev
The monitoring and evaluation staff of this organization are always available	f	0	9	19	31	26		
	%	0	10.6	22.4	36.5	30.6	3.88	0.969
The monitoring and evaluation staff of this organization undergo regular training	f	0	16	32	33	4		
	%	0	18.8	37.6	38.8	4.7	3.30	0.846
Training of the M&E staff has improved their knowledge	f	0	8	18	54	5		
	%	0	9.4	21.2	63.5	5.9	3.67	0.723
Training of the M&E has equipped them with the required skills	f	0	14	11	53	7		
	%	0	16.5	12.9	62.4	8.2	3.65	0.858
I have been trained on how to interpret the M&E results in this organization	f	0	9	16	53	7		
	%	0	10.6	18.8	62.4	8.2	3.69	0.778
I have been trained on the latest technologies required for M&E in this organization	f	0	6	20	54	5		
	%	0	7.1	23.5	63.5	5.9	3.69	0.684
I have received training on the available logistic facilities for M&E of nomadic health projects	f	0	0	35	45	5		
	%	0	0	41.2	52.9	5.9	3.66	0.585
<b>Overall Score</b>		<b>0.0%</b>	<b>10.4%</b>	<b>25.4%</b>	<b>54.3%</b>	<b>9.9%</b>	<b>3.65</b>	<b>0.778</b>

The overall mean score was 3.65, this value was interpreted to infer that 64.2% of the respondents agreed on existence of capacity building the studied project organization with respect to M&E. The results showed that high number of the respondents agreed that the monitoring and evaluation staff of their organization were always available with a mean score of 3.88 while those agreed that the monitoring and evaluation staff of their organization underwent regular training had a mean score of 3.30. Those said that training of the M&E staff had improved their knowledge had a mean score of 3.67 and those that agreed the training of the M&E had equipped them with the required skills had a mean score of 3.65. Table 4.7 further indicate that majority of the respondents agreed that they had been trained on how to interpret the M&E results in their organization with a mean score of 3.69 and they also agreed that they had been trained on the latest technologies required for M&E in the organization. Thus, it can be deduced in general, capacity building was in place in the studied project organization which probably contributed towards M&E.

## 4.5 Regression Results and Hypotheses Testing

The study utilized regression analysis to test the below formulated hypotheses and make relevant inferences and deductions.

**H<sub>01</sub>:** Stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.

**H<sub>02</sub>:** Availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.

**H<sub>03</sub>:** Capacity building has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.

Table 4.8 is the model summary of relationship between the factors and the performance of M&E nomadic health projects.

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.632	.618	.79559

a. Predictors: (Constant), Capacity Building, Stakeholder Participation, Availability of Funds

The value of R square was 0.632 which implies 63.2% change performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya is explained by variation in capacity building, stakeholder participation, availability of funds. Thus, aside from these factors, there are other determinants with an influence on performance of the M&E which future studies should seek to establish. The results of ANOVA were established and summarized in Table 4.9.

**Table 4.9: Analysis of Variance**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	88.024	3	29.341	46.356	.000 <sup>b</sup>
Residual	51.270	81	.633		
Total	139.294	84			

a. Dependent Variable: Performance of Monitoring and Evaluation

b. Predictors: (Constant), Capacity Building, Stakeholder Participation, Availability of Funds

Results in Table 4.9 indicate that F calculated (F=46.356) with p-value (p<0.05), this means that the identified factors had a significant influence on the performance of M&E of the nomadic health projects by Save the Children in Wajir County, Kenya. Table 4.10 gives a breakdown of the beta coefficients and the significance.

**Table 4.10: Beta Coefficients and Significance**

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	19.832	1.195		16.600	.000
Stakeholder Participation	.114	.052	.184	2.192	.010
Availability of Funds	.204	.042	.543	4.848	.000
Capacity Building	.159	.046	.144	3.457	.000

a. Dependent Variable: Performance of Monitoring and Evaluation

From Table 4.10, the following regression model is predicted,

$$Y=19.832+.114X_1+.204X_2+.159X_3$$

Where:-

Y M&E performance

X<sub>1</sub> -Stakeholder participation

X<sub>2</sub> –Availability of funding

X<sub>3</sub> -Capacity building

Thus, based on the findings in Table 4.10, it can be noted that when all the variables were to be held constant, performance of the M&E of the nomadic projects would be at 19.832. A change in stakeholder participation with other factors held constant would lead to 0.114 unit increase in performance of the M&E, a unity change in availability of funds would lead to 0.204 unit improvement in performance of M&E and a unit increase in capacity building would increase performance of the M&E by 0.159 units.

Three hypotheses was formulated and tested by the study. The first hypothesis was H<sub>01</sub> stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the findings, stakeholder participation (p<0.05) hence the rejection of H<sub>01</sub>. The second hypothesis of the study was H<sub>02</sub> availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the findings in Table 4.10, availability of funds (P<0.05), thus H<sub>02</sub> got rejected. The last hypothesis of the study was H<sub>03</sub> capacity building has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the results, capacity building (p<0.05), implying rejection of H<sub>03</sub>. Hence, all the hypotheses formulated by the study were rejected as summarized in Table 4.11.

**Table 4.11: Summary of Hypotheses Tested**

<b>Hypothesis</b>	<b>p-value</b>	<b>Inference</b>
<b>H<sub>01</sub>:</b> Stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.	p=.010<0.05	Reject hypothesis <b>H<sub>01</sub></b>
<b>H<sub>02</sub>:</b> Availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.	p=.000<0.05	Reject hypothesis <b>H<sub>02</sub></b>
<b>H<sub>03</sub>:</b> Capacity building has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya.	p=.000<0.05	Reject hypothesis <b>H<sub>03</sub></b>

From Table 4.11, all the hypotheses formulated by the study were rejected on the basis of the p-values as interpreted at 5% level of significance.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

The chapter present a summary of the findings and discussion of the findings by linking the same with the literature that had been reviewed in chapter two. The conclusion and recommendations of the study are also presented with areas that require further research.

#### **5.2 Summary of the Findings**

The summary of the findings arising from the analysis of data on the factors that influence the performance of M&E nomadic health projects that are run by Save the Children in Wajir County.

##### **5.2.1 Stakeholder Participation and Performance of Monitoring and Evaluation**

The overall mean 3.78 which means that on average, 71.1% of the respondents agreed that there was stakeholder participation as far as the M&E in the project organization was concerned. More specifically, 68.2% of the respondents agreed that they participated in analyzing the interests of the stakeholders in M&E of nomadic health projects, 70.6% agreed that they participated in analyzing the expectations of the stakeholders of the M&E nomadic health projects, 74.1% agreed that they participated in identifying the primary stakeholders of the nomadic health projects while 73.0% agreed that they participated in identification of secondary stakeholders of nomadic health projects. The results further indicate that 64.8% of the respondents participated in generation of M&E ideas of the nomadic health projects, 77.6% agreed that they generated new ideas during the M&E meetings of the nomadic health projects and 69.4% agreed that they participated in solving problems of nomadic health projects. The first hypothesis was  $H_{01}$  stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. According to findings, stakeholder participation had a p-value of 0.010, which is less than 0.05. Thus, the study rejects the first hypothesis  $H_{01}$ .

### **5.2.2 Availability of Funds and Performance of Monitoring and Evaluation**

The study established that the overall mean score was 3.84, this means that 78.2% of the respondents agreed on availability of funds as a factor as far as M&E was concerned in their organization. 83.5% of the respondents said that there were clearly established sources of funds to carry out M&E of nomadic health projects, 77.6% agreed that the external sources of funds for M&E of nomadic health projects in this organization included the donors, 92.9% agreed that there was joint budgetary allocation to finance M&E of nomadic health projects in the organization and 82.3% agreed that there was transparent budgetary allocation for carrying out M&E of nomadic health projects in the organization. The results further indicate that 64.7% of the respondents agreed that there were adequate funds to finance nomadic health projects in this organization, 67.1% agreed that the funds for carrying out M&E to implement nomadic health projects were efficiently utilized in this organization and 78.8% said that there was a M&E budget that outlined how funds were utilized in the organization. The second hypothesis of the study was  $H_{02}$  availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the findings, availability of funds had p-value as 0.010, which was lower than 0.05. Thus, the second hypothesis  $H_{02}$  was rejected by the study.

### **5.2.3 Capacity Building and Performance of Monitoring and Evaluation**

Overall mean was 3.65, this value was interpreted to infer that 64.2% of the respondents agreed on existence of capacity building the studied project organization with respect to M&E. The results showed that 67.1% of the respondents agreed that the monitoring and evaluation staff of their organization were always available, 43.5% agreed that the monitoring and evaluation staff of their organization underwent regular training as compared to 18.8% who disagreed and 37.6% who were neutral, 69.4% agreed that training of the M&E staff had improved their knowledge and 70.6% agreed that training of the M&E had equipped them with the required skills. The results further indicate that 70.6% of the respondents that they had been trained on how to interpret the M&E results in this organization, 69.4% agreed that they had been trained on the latest technologies required for M&E in the organization and 58.8% had received training on the available logistic facilities for M&E of nomadic health projects. Thus, it can be deduced that in general, capacity building was in place in the studied project organization which probably contributed towards M&E. The last hypothesis of the study was  $H_{03}$  capacity building has no significant influence on performance of M&E of



nomadic health projects by Save the Children in Wajir County, Kenya. From the results, capacity building had p-value as 0.000 which was less than 0.05. Thus, the study rejects the third hypothesis.

### **5.3 Discussions**

Section consist of discussion of the findings in relation to existing literature review on the factors that influence performance of M&E nomadic health projects.

#### **5.3.1 Stakeholder Participation and Performance of Monitoring and Evaluation of Nomadic Health Projects**

The finding shows an overall mean of 3.78 which means that on average, 71.1% of the respondents agreed that there was stakeholder participation as far as the M&E in the project organization was concerned. In the same vein, Zittel and Fuchs (2007) shared that stakeholder participation is concerned with mobilization of stakeholders with regarded to beneficiaries of participation i.e. participation of community members. The first hypothesis  $H_{01}$ : stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. Stakeholder participation had a p-value of 0.010, which is less than 0.05. Thus, the study rejects the first hypothesis  $H_{01}$ . These findings concur with Valadez and Bamberger (2004) who noted that stakeholder participation in monitoring is valuable as it builds trust among them and improving project outcomes by triangulating results. Similarly, Kamau (2017) argued that stakeholders are crucial and affect monitoring and evaluation positively with their every accountability of projects funded, participation of stakeholders in project M&E in particular manner lads to accountability, and trust

#### **5.3.2 Availability of Funds and Performance of Monitoring and Evaluation of Nomadic Health Projects**

It was established that the overall mean score was 3.84 implying that 78.2% of the respondents agreed that availability of funds is a factor that influences the performance of M&E of nomadic health projects within organization. Aukot et al. (2010) who argued that the performance of M&E projects need to be funded, and the more complex the process, the higher the funds required and that various types of costs exist and they determine the speed and budget of executing a project. Ijeoma (2010) argued that adequate investment put into

M&E ensures M&E is effective budgeting process. The second hypothesis of the study was  $H_{02}$  availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the findings, availability of funds ( $p < 0.05$ ) was significant. Thus, the second hypothesis  $H_{02}$  was rejected by the study. Similarly, Aukot (2010) argued that most organizations are investing in monitoring and evaluation, and therefore, it requires the budget to be clearly defined based on the overall project budget and thus one of the most important factors of M&E is costs. According to Bryce and Crawford (2003), the financial resources are expected to be traced as one of the functions of M&E process and that project activities have costs attached, and comparisons made on spending against project activities.

### **5.3.3 Capacity Building and Performance of Monitoring and Evaluation of Nomadic Health Projects**

The mean was 3.65, this value was interpreted to imply that 64.2% of the respondents agreed on existence of capacity building the studied project organization with respect to M&E. Capacity building (CB) towards M&E is critical for the allocation of resource and decision-making (Porter & Goldman 2013). Capacity building initiatives include training of people on basic and technical support. Capacity building in terms of short-term evaluation training is used in response to local trainees and organizations' interests. Short courses provided have become common (Labin, 2014) and their impact suiting interventions that are not adequately and comprehensively reviewed (Wandersman, 2014). Mushrooming M&E training play a role in training less developed communities; ascertain training to build evaluation capacity; and looks into solving challenges affecting training on building M&E capacity. The last hypothesis of the study was  $H_{03}$  capacity building has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the results, capacity building ( $p < 0.05$ ), thus it was significant. Thus, the study rejects the third hypothesis. The finding is supported by Tarsilla (2014) who shared that capacity building process improves personal experiences. Podems (2014) shared that empowering people with skills and competencies guides and knowledge they need to improve practitioners' profession and that training efforts impart skills and knowledge capacities.

## **5.4 Conclusions**

The section presents the conclusions of the study based on the findings of the specific objectives.

### **5.4.1 Stakeholder Participation and Performance of Monitoring and Evaluation of Nomadic Health Projects**

The first hypothesis was  $H_{01}$  stakeholder participation has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. Based on regression analysis, the study rejects hypothesis  $H_{01}$ . Thus, the study concludes that stakeholder participation significantly leads to performance of the M&E of nomadic projects. In view of the descriptive statistics, the study concluded that there was stakeholder participation at Save the Children.

### **5.4.2 Availability of Funds and Performance of Monitoring and Evaluation of Nomadic Health Projects**

The second hypothesis of the study was  $H_{02}$  availability of funds has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the findings, this hypothesis  $H_{02}$  was rejected by the study and thus the study conclude that availability of funds significantly influences the performance of M&E of nomadic health projects by Save the Children in Wajir County. The study further concludes that there were resources in place at the Save the Children as far as the performance of the M&E was concerned.

### **5.4.3 Capacity Building and Performance of Monitoring and Evaluation of Nomadic Health Projects**

The last hypothesis of the study was  $H_{03}$  capacity building has no significant influence on performance of M&E of nomadic health projects by Save the Children in Wajir County, Kenya. From the results, hypothesis  $H_{03}$  was rejected and the study concluded that capacity building significantly influences performance of M&E of nomadic health projects by Save the Children in Wajir County.

## **5.5 Recommendations of the Study**

The study makes the following recommendations based on the conclusion.

- i. Project managers of nomadic health projects by Save the Children in Wajir County should establish strategies that would increase stakeholder participation.
- ii. The finance managers of Save the Children should create an adequate budget that will be available for supporting the M&E activities
- iii. The project managers of Save the Children should increase capacity building by training different stakeholders on the need to utilize M&E.

## **5.6 Suggestions for Further Research**

- i. Further studies should be conducted to link M&E and other aspects like project performance or implementation of nomadic health projects
- ii. Further studies should focus on more project organizations unlike the present study that adopted a case design of Save the Children.
- iii. Further studies are required to cover more factors that influence performance of the M&E apart from capacity building, stakeholder participation and the availability of funds.

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## APPENDICES

### Appendix I: Letter of Introduction

Dear Respondent,

RE: **DATA COLLECTION**

I am Abdi Sadik Abdikarim, a student at Nairobi University, currently undertaking a research study on **FACTORS INFLUENCING PERFORMANCE OF MONITORING AND EVALUATION OF NOMADIC HEALTH PROJECTS: A CASE OF SAVE THE CHILDREN IN WAJIR COUNTY**. You have been selected to participate in this study and I would highly appreciate if you assisted me by responding to all questions in the attached interview guide as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study.

Yours Sincerely,

Abdi Sadik Abdikarim

## Appendix II: Questionnaire for Save the Children Personnel

### SECTION I: SOCIO-DEMOGRAPHIC DATA

1 Kindly indicate your gender

Male

Female

2. Kindly indicate your highest level of education

Primary

Secondary

Tertiary

University

3. Kindly indicate your role in Nomadic Health Projects implemented by save the children

Stakeholder

Project Staff

Any other (Please specify) .....

4. Number of years worked in nomadic health projects

Less than 1 year

1-2 years

2-3 years

3-4 years

4-5 years

More than 5 years

**SECTION II: VARIABLES OF THE STUDY**

**Stakeholder participation and performance of monitoring and evaluation of nomadic health projects**

5. Given below are statements on stakeholder participation and performance of monitoring and evaluation of nomadic health projects. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
I participate in analyzing the interests of the stakeholders in M&E of nomadic health projects					
I participate in analyzing the expectations of the stakeholders of the M&E nomadic health projects					
I participate in identifying the primary stakeholders of the nomadic health projects					
I participate in identification of secondary stakeholders of nomadic health projects					
I participate in generation of M&E ideas of the nomadic health projects					
I generate new ideas during the M&E meetings of the nomadic health projects					
I participate in solving problems of nomadic health projects					

6. Kindly indicate other ways through which stakeholder participation has affected performance of monitoring and evaluation of nomadic health projects.

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**Availability of funds and performance of monitoring and evaluation of nomadic health projects**

7. Given below are statements on availability of funds and performance of monitoring and evaluation of nomadic health projects. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
There are clearly established sources of funds to carry out M&E of nomadic health projects					
The external sources of funds for M&E of nomadic health projects in this organization include the donors					
There is joint budgetary allocation to finance M&E of nomadic health projects in this organization					
There is transparent budgetary allocation for carrying out M&E of nomadic health projects in this organization					
There are adequate funds to finance nomadic health projects in this organization					
The funds for carrying out M&E to implement nomadic health projects are efficiently utilized in this organization					
There is a M&E budget that outlines how funds are utilized in this organization					

8. Kindly indicate other ways through which availability of funding has affected performance of monitoring and evaluation of nomadic health projects.

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**Capacity building and performance of monitoring and evaluation of nomadic health projects**

9. Given below are statements on capacity building and performance of monitoring and evaluation of nomadic health projects. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
The monitoring and evaluation staff of this organization are always available					
The monitoring and evaluation staff of this organization undergo regular training					
Training of the M&E staff has improved their knowledge					
Training of the M&E has equipped them with the required skills					
I have been trained on how to interpret the M&E results in this organization					
I have been trained on the latest technologies required for M&E in this organization					
I have received training on the available logistic facilities for M&E of nomadic health projects					

10. Kindly indicate other ways through which capacity building has affected performance of monitoring and evaluation of nomadic health projects.

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**Performance of monitoring and evaluation of nomadic health projects**

11. Given below are statements on performance of monitoring and evaluation of nomadic health projects. Kindly indicate the extent of your agreement with each of these statements. Use a scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
There has been an increase in the number of M&E reports on nomadic health projects in this organization					
There has been a rise in the number of M&E meetings on nomadic health projects in this organization					
The M&E tools of nomadic health projects in this organization are well maintained					
The M&E equipment for nomadic health projects in this organization are relevant					
The M&E results on nomadic health projects in this organization are available for public scrutiny					
I rely on M&E results of nomadic health project to make informed decisions					

12. What recommendations would you give that will improve the performance of M&E of nomadic health projects

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### Appendix III: Calculated Sample Size

<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>	<b>N</b>	<b>S</b>
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	182	950	274	4000	351
30	28	140	103	340	182	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	182	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Key: "N" = population; "S" = sample.

Source: *Krejcie & Morgan (1970)*.

## Appendix IV: University of Nairobi Authorization Letter

  
**UNIVERSITY OF NAIROBI**  
OPEN, DISTANCE AND e-LEARNING CAMPUS  
SCHOOL OF OPEN AND DISTANCE LEARNING  
DEPARTMENT OF OPEN LEARNING  
NAIROBI LEARNING CENTRE

Your Ref: \_\_\_\_\_  
Our Ref: \_\_\_\_\_  
Telephone: 318262 Ext. 120

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
NAIROBI

REF: UON/ODeL/NLC/32/282 16<sup>th</sup> November, 2020

**TO WHOM IT MAY CONCERN**

**RE: ABDI SADIK ABDIKARIM - REG.NO. L 50/21439/2019**

The above named is a student at the University of Nairobi, Open Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning pursuing a Masters course in Project Planning and Management.

He is proceeding for research entitled "*Factors Influencing Performance of Monitoring and Evaluation of Nomadic Health Projects: A Case of Save the Children in Wajir County.*"

Any assistance accorded to him will be appreciated.

  
**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI LEARNING CENTRE

  
UNIVERSITY OF NAIROBI ODEL CAMPUS  
P.O. Box 30197.  
**16 NOV 2020**  
NAIROBI  
NAIROBI LEARNING CENTRE

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## Appendix V: National Commission for Science, Technology & Innovation Permit

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
<b>Ref No: 335745</b>	<b>Date of Issue: 23/November/2020</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr. Abdi Sadik Abdikarim of University of Nairobi, has been licensed to conduct research in Wajir on the topic: FACTORS INFLUENCING PERFORMANCE OF MONITORING AND EVALUATION OF NOMADIC HEALTH PROJECT: A CASE OF SAVE THE CHILDREN IN WAJIR COUNTY for the period ending : 23/November/2021.</b>	
<b>License No: NACOSTI/P/20/7812</b>	
<b>335745</b>	
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