INFLUENCE OF MONITORING AND EVALUATION INTEGRATION ON SUSTAINABILITY OF DEVELOPMENT PROJECTS IN KENYA: A CASE OF DECENT WORK PROGRAM IN NAIROBI COUNTY

BY

RACHEL AMBASA TUNYA

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DECLARATION

This research project report is my original work and has not been presented for any award degree in any other university**.**

Signed …… Date ……..

Rachel Ambasa Tunya

Reg No: L50/61651/2013

This research project report has been submitted for examination with my approval as the University Supervisor.

Signed ……..... Date…….....

Dr. Charles Rambo

Department of Extra-Mural Studies

University of Nairobi

DEDICATION

This research project report is dedicated to my loving parents, Mr Enos Tunya and Mrs. Elizabeth Tunya. Mum and Dad I am so grateful for your encouragement and support throughout all these years of my academic life. I am humbled by your persistence and believe in me; May God richly reward you.

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ABBREVIATIONS AND ACRONYMS

AMES:	African Monitoring and Evaluation Systems
CIDA:	Canadian International Development Agency
FIC:	Forum for International Cooperation
GWM&ES:	Government-wide M&E system
IFAD:	International Fund for Agricultural Development
IDA:	International Development Association
KDHS:	Kenya Demographic Health survey
IMFN:	International Model Forest Network
IFAD:	International Fund for Agricultural Development
LFA:	Logical Framework Approach
M&E:	Monitoring and Evaluation
MDG:	Millennium Development Goals
NACOSTI:	National Council for Science, Technology and Innovation
NGO:	Non-governmental Organization
OECD:	Organization for Economic Cooperation and Development
PRA:	Participatory Rural Appraisal
PPBS:	Programming processing and Budgeting Systems
RBM:	Results Based Management
SPSS:	Statistical Package for Social Scientists
UNDP:	United Nations Development Program
UK:	United Kingdom
USA:	United States of America

ABSTRACT

This research sought to examine influence of monitoring and evaluation integration on sustainability of development projects in Kenya by focusing on aspects of M&E integration on decent work program in Nairobi County. This study sought to do this by observing the extent of integration of these key processes and was guided by 5 hypotheses derived from study objectives. Empirical literature of the works of widely published scholars was reviewed in this study. The study was hinged one Results Based Framework as a key theoretical mode underpinning this study. The nexus of interrelationships between study variables was demonstrated by a conceptual framework configured. The study adopted a descriptive survey design with a target population of 100 respondents who comprised the management, extension staff and field extension workers. Using the Krejcie and Morgan Table for determining sample size, 80 respondents were selected to constitute the sample size for this study. To achieve a desired representation, both cluster and simple random sampling was used. A seven level questionnaire with both structured and unstructured questions with a 5-point likert scale was constructed and used. Data obtained was analyzed using SPSS Version 17.0. Qualitative data was analyzed by making inferences from the expressions and opinions of the respondents around the variables and presented descriptively to make inferences. The specific effect of independent variables against the dependent variable was tested through multivariate analysis while the significance of independent variables against the dependent variable was analyzed through regression and correlation. Instrument's validity was determined by using both content and constructs validity while reliability was determined by using the Cronbach-Alpha Coefficient. Pilot testing of the questionnaire was done 2 weeks prior to the main study. It is hoped this study would generate vital information and add to the pool of knowledge to the ever-expanding discipline of Project Management. At program level, funding agencies will use these findings to add value, refine evaluation methodology and enhance decision-making. From the findings, multiple regression models implied that a unit change in accountability in M&E integration in 1.000 unit increase in sustainability of development projects. A 1.000 unit increase in efficiency in M&E integration led to 1.076 increases in sustainability of development projects. The findings also indicated that there was a highly significant relationship (with t statistic p value $<0.023 < 0.05$) between accountability in M&E integration and sustainability of development programs. Again, from the same findings, there existed a highly significant relationship (with t statistic p value $<0.0015 < 0.05$) between efficiency in M&E integration and sustainability of development programs. However there seemed to exist no significant relationship between planning in M&E integration and sustainability of development programs with ($p = 0.220 > 0.05$), no significant relationship between decision making in M&E integration and sustainability of development programs with ($p = 1.000 > 0.05$). Finally, there appears to be no significant relationship between research in monitoring and evaluation integration and sustainability of development projects (with t statistic p value $<0.30 > 0.05$). In nutshell, from these findings, the researcher accepts the 1st and 4th hypothesis and rejects the 2nd, 3rd and 5th hypothesis. From the regression analysis only accountability in M&E integration and Efficiency in M&E integration has a positive significance on sustainability of development programs in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The concept of sustainability of projects has been of great concern (United Nations document 1987). According to IFAD Strategic Framework (2007-2010) Sustainability of project can be defined as the ability to ensure that institutions supported through projects and benefits realized are maintained and continue after the end of project external funding. The Brunt land Report definition of sustainability will define the scope of this proposal as it gives a paradigm shift of sustainability as primarily environmental concern to one that emphasizes the economic and social process of development (IISD, 2003)

A study in the USA on the impact of monitoring and Evaluation on U.S foreign assistance strategy found out that critical to a more effective and efficient U.S foreign assistance strategy is a robust monitoring and evaluation system (Benner, 2009). Current Monitoring and evaluation of most U.S foreign assistance is uneven across agencies, focuses on outputs rather than outcomes, impacts, lacks sufficient rigor and does not produce the necessary analysis to inform strategic decision making. To create an effective foreign assistance, U.S. leadership must create an integral approach and learning culture (policy brief: Monitoring and evaluation for results (Blue &Benner, 2009)

Program sustainability still remains a contentious discipline. With accelerated competition, increased economic pressure and rapid technological advancement, researchers and practitioners are continuously searching for better ways to manage programs. On the other hand stakeholders and communities continually appear disenfranchised and dissatisfied with performance processes; (Shenhar, 2004). This paradox has led to significant losses in productivity Hobday (2005) and stringent funding regulations as observed by Shenhar (2012). While there is a palpable need to measure project sustainability and to derive valid and meaningful set of measures, research in this domain has not kept pace with the wider performance measurement agenda (Peerasit, 2012). Majority of project management frameworks in use today are incomplete and idealized (Gardner & Stewart, 2000).

In South Africa has been on the fore front in adoption of Monitoring and Evaluation for sustainability. Monitoring and Evaluation in Africa has been donor-driven supply side interventions. Consulting firms' entities and institutions have responded to this demand from development assistance agencies leading to very specific project and program evaluations. The thrust for M&E stems from several critical events at the political, administrative and civic level. At the highest political level pronouncements for strong M&E and performance management have been made by the President of the country in State of the Nation Address.

Citing of the PSC in the 2008 address has underscored the importance of this M&E body. The implementation of GWM&ES driven from the Presidency has also been important. The profiling of M&E findings by the PSC has placed evaluation findings in the public domain, and is evidence of the PSC exercising its constitutional mandate. Collectively, there now appears to be a critical mass of M&E supporters to keep performance issues on the public agenda. This has probably raised public consciousness about the importance and power of M&E to hold government accountable.

The growth of M&E in South Africa has taken on a particular emphasis as it is seen as critical to supporting transformation. This has meant that more emphasis has been on accountability (short term) than supporting organizational learning (long term).In the more mature democracies where administrative fundamentals have been established, there has been more space to focus on methodological rigor and emphasizes organizational learning. This is not a problem *per se*, and should be where M&E eventually evolves to in South Africa. The current emphasis on using M&E to entrench accountability and transparency is needed to support public sector reforms and instill a performance culture.

In Ghana Monitoring and Evaluation has in the past decade become an integral part of policy formulation and implementation process in Ghana. Outputs of M&E process are used for amongst others informing national development planning as well as policy dialogue within development partners. After several years of implementing National M&E systems significant progress has been made. However challenges include

institutional operational and technical capacity constraints, fragmented and uncoordinated information. To address this challenges existing M&E mechanisms must be simplified, harmonized for achievement of sustainability, (AMES Workshop Report, 2013)

In Benin national M&E system is organized around a chain of parties which carry out planning, programming, budgeting (PPBS), and monitoring and evaluation. The M&E mechanism of Benin relies on the national statistics system for measurement and data. Capacity building is needed in order for staff to keep up to date and to promote the adoption of new tools. Access to data and information remains a great challenge, particularly access to data to be collected, but also with regard to data already processed. The low level of professionalism in the M&E system contrasts with the relatively high level of its organization. The system has employees, who have considerable basic training, but there are not many of them and their knowledge is not regularly updated.

In Kenya, study conducted by Karanja on influence of management practices influencing sustainability of youth projects in Kangema district found out that monitoring and evaluation, leadership and financial management have significant influence on sustainability of the youth projects. Another study conducted by Ibrahim Ahmed Ali (2011) on factors influencing sustainability of funding of NGOs found out that monitoring and evaluation enhance financial sustainability of NGO's. The need to revisit this area of study arises from the fact that many organizations today have proactively embraced monitoring and evaluation in management of development projects.

This is because this M&E seem not to be bearing results with many development initiatives collapsing immediately after external funding ends. This study aims to generate insights into the practice of M&E with a particular focus on monitoring and learning as an integrated process of the management systems of a sustainable decent work development program in Nairobi Kenya. The study aims to contribute to a sustainability whereby the M&E process fosters reflective practice, provides feedback to program stakeholders about performance, progress and results achieved, and creates information and knowledge useful for the program stakeholders to take decisions for improved action.

1.2 Statement of the Problem

Various studies have been done world over on how monitoring and evaluation influences project sustainability (Karanja, 2013) It is clear from the background that project sustainability is still a major challenge in many development projects. According to the world statics, the percentages of organizations that achieve sustainability remain very low with many organizations continuing to have donor dependent vision. This is due to lack of proper integration of monitoring systems and frameworks and lack of awareness the role monitoring and evaluation plays in achieving sustainability. Findings from a study by Weisis (2002) in Harvard Family research project on factors affecting sustainability of development initiatives concluded that sustainability of development initiatives is clearly undermined by failure to integrating M&E in project cycles. However, none of these scholars have looked at how proper integration and simplification of monitoring and evaluation influences achievement of sustainability in development projects in Kenya.

Despite many development initiatives embracing M&E, sustainability of the interventions still remains vulnerable to how effectively they are applied (Tidd, 2004). Forum For International Corporation already has in place a comprehensive M&E System, however due to complexity of the system there has been minimal success limiting achievement of sustainability. This study therefore seeks to establish the role of proper integration of the existing M&E through simplification and proper application of M&E plays in contributing to sustainability of poverty reduction development projects in Nairobi. On this basis this research will critically establish the influence of monitoring and evaluation integration on development projects with a focus on Nairobi County in the context of accountability, decision making, planning, and effectiveness in monitoring and evaluation integration.

1.3 Purpose of the Study

The purpose of this study was to examine the influence of M&E integration on sustainability of development projects on decent work program in Nairobi County.

1.4 Objectives of the Study

The study was guided by the following objectives:-

i. To investigate the extent to which accountability in Monitoring and Evaluation integration influences sustainability of development projects on decent work program Nairobi, Kenya.
ii. To establish the extent to which planning in Monitoring and Evaluation integration influences sustainability of development projects on decent work program, Nairobi, Kenya.
iii. To determine how decision making in Monitoring and Evaluation integration influences sustainability of development projects on decent work program, Nairobi, Kenya.
iv. To analyze how efficiency in Monitoring and Evaluation integration influences sustainability of development projects on decent work program Nairobi, Kenya.
v. To verify the extent to which research in Monitoring and Evaluation integration influences sustainability of development projects on decent work program Nairobi Kenya.

1.5 Research Questions

The study sought to answer the following questions:-

i. To what extent does accountability in Monitoring and Evaluation integration influence sustainability of development projects on decent work program Nairobi, Kenya?
ii. To what extent does planning in Monitoring and Evaluation integration influence sustainability of development projects on decent work program Nairobi, Kenya?

iii. How does decision making in Monitoring and Evaluation integration influence sustainability of development projects on decent work program Nairobi, Kenya?

iv. How does efficiency in Monitoring and Evaluation integration influence sustainability of development projects on decent work program Nairobi, Kenya?

v. At what level does research in Monitoring and Evaluation integration influence sustainability of development projects on decent work program Nairobi Kenya?

1.6 Research Hypothesis

The study was guided by the following hypothesis to be tested at 95% significance Level:

H_1: There is significant relationship between accountability in Monitoring and Evaluation integration and sustainability of development projects in Nairobi, Kenya.

H_2: There is significant relationship between planning in Monitoring and Evaluation integration and sustainability of development projects in Nairobi, Kenya.

H_3: There is significant relationship between decision making in Monitoring and Evaluation integration and sustainability of development projects in Nairobi, Kenya.

H_4: There is significant relationship between efficiency in Monitoring and Evaluation integration and sustainability of development projects in Nairobi, Kenya?

H_5: There is significant relationship between research in Monitoring and Evaluation M&E integration and sustainability of development projects in Nairobi, Kenya?

1.7 Significance of the Study

It is hoped that this study would add to the pool of knowledge of M&E integration so as to improve sustainability of interventions. The information acquired may be used by donors, project implementers, program practitioners, researchers as well as consultants to fine tune development dynamic.

It is also hoped that this study would help in opening up collaboration among key stakeholders in the field of proper application or integration of M&E in development projects specifically in Kenya. Forum For International Corporation may need to rethink

their current M&E program which is comprehensive and result based, corresponding to desired outcomes and impacts as outlined in the strategic plan. However due to its overly complex and not being well integrated to help achieve sustainability.

To the NGO under study, it is hoped that this study would generate recommendations for better integration of M&E adoption in adherence to indicator design principles, feedback loops, clarity of objectives and narrowing focus to be relevant to management decision making and continual improvement. Other NGO, s in Kenya can also map or adopt the recommendations given to suit their needs.

1.8 Delimitation of the study

This study was delimited to Forum For International Corporation projects undertaken in Nairobi County. The researcher settled on Forum For International Corporation because of scope, limited time and resources available for the research. FIC has 16 partner organisations based in Nairobi who will form the target population. Forum for International Corporation (FIC) is a democratic membership organisation with its base in the Danish Society. In East Africa the mission of FIC is to contribute to combating poverty and improving the living conditions in Kenya and Tanzania by strengthening the capacity of civil society organisations who can contribute towards creating improved employment conditions for the poor and vulnerable groups including the youth. The study will also be delimited to the study variables only.

1.9 Limitations of the Study

The study faced a number of limitations: The Forum For International Corporation (FIC) staffs were mostly busy peoples especially those in management since they were always travelling to various partners in the various countries. This was a big challenge during data collection since there was limited time to engage the staff one on one so as to help fill up the questionnaires. This was however overcome through a drop and pick later method of the questionnaires. This process allowed staff to complete the questionnaires during their free time.

The second major limitation was finances. Since this study involved large amounts of data, logistics and expenses were relatively high. The budget costs were therefore reasonably high. To circumvent this dilemma the researcher organized to source for funds from FIC staff research kitty early in advance.

1.10 Assumptions of the Study

The researcher assumed that the respondents would be available within a short notice so as to help answer the questions that would guide this study. The researcher also assumed that all the targeted respondents would be honest and would answer the questions correctly and truthfully and return the filled up questionnaires within the agreed time.

1.11 Definitions of Significant Terms Used in the Study

Accountability in M&E Integration: Indicates project compliance with required parameters and demonstrates to stakeholders that resources have been used appropriately

Decision Making in M&E Integration: M&E information provides insight for choosing amongst a range of available options. In this case indicators are used ad decision criteria.

Efficiency in M&E Integration: Refers to if prescribed activities, strategies and approaches used to produce optimal output.

Effectiveness in M&E Integration: Refers to the extent to which objectives are achieved and targeted problems are solved.

Guidance for research in M&E Integration:	Refers to gathering or generation of knowledge about a subject to gain better understanding of topic in this case best practises of monitoring and evaluation.
M&E Integration:	Refers to the simplification and good application of existing M&E framework to maximise on results.
Planning in M&E Integration:	Is using information generated through M&E to influence future strategies in reflective practises and activities that promote critical thinking
Sustainability of Development Projects:	Refer to the ability of institutions supported through projects and benefits realized are maintained and continue after the end of external funding.

1.11 Organization of the Study

The study is organised into five chapters. Chapter one introduces the study and gives the objectives of the study. This chapter gives background of the study in which the contextual and conceptual issues are highlighted and give direction for the study. It projects context by giving a deeper description on current global trends on project sustainability mechanisms.

Chapter two covers empirical and theoretical literature on program performance and gives a further elaboration on the context of the study. The chapter summarizes studies that were assessed and provided a foundation upon which the findings were discussed

and conclusions drawn. The chapter also gives the setting and the theory upon which the study is anchored. Pertinent gaps in empirical studies were identified and a summary of knowledge gaps as obtained from the empirical literature was also clearly shown.

Chapter three covers research methodology as applied in the study, research design, target population, sampling procedure, description of research instruments, validity and reliability of research instruments, methods of data collection, procedures for data analysis, operational definition of variables and ethical considerations**.**

Chapter Four presents data analysis, presentation, interpretation and discussion of study findings while chapter five covers a detailed summary of research findings, conclusions, recommendations and suggestions for further research. .

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher discusses the empirical literature on previous studies on Monitoring and Evaluation Integration. The researcher reviews the literature on these themes accountability, planning, decision making, efficiency and research in monitoring and evaluation Integration. .The chapter gives a theoretical foundation of the study as well as the conceptual framework and knowledge gap.

2.2 The concept of M&E integration

Monitoring and Evaluation Integration refers to an Monitoring and Evaluation practice that is well connected in every stage of the program cycle and hence is relevant and useful to the program stakeholders in providing feedback about performance (effectiveness), progress and results achieved (accountability),and creates information and knowledge useful for program stakeholders to take decisions for improved action. Monitoring and evaluation integration makes M&E practice relevant for the actors in the programme.

2.3 Accountability in M&E Integration and Sustainability of Development Projects

Sustainability of development projects can be influenced by accountability in M&E integration.Accountability is understood as ‘giving an account’ to another party who has a stake in what has been done It evokes a sense of taking responsibility but it also holds the meaning of being ‘held to account’ (Crawford 2004). Monitoring and evaluation provides an avenue of gathering information about management of resources utilized in the project making the implementers credible thus increasing the confidence of stakeholders whose result is enhancing opportunities for further funding of this project or

different projects. The information also provided at all levels also increases support for the project from the beneficiaries and the general community.

Research confirms accountability is probably the most common purpose and use of M&E processes and is associated with reporting systems, justification for and control of funds and impact measurement. At this stage I present the different lines of accountability and their associated dynamics within the development programs. Anderson (2000) argues that giving side of the aid relationship is primarily accountable to communities and powers outside the development programs and only secondarily, if at all, to insiders, the people who receive aid (Anderson 2000).Be they bi-lateral or non-governmental development organizations, the communities and powers outside the programs tend to be situated in the donor country. Accountability to these actors is referred to as upward accountability. Donors and development agencies are increasingly under pressure to 'measure' their performance and results of their development work. Key factors include the need to understand the implication of, and improve development work, to combat sceptism about aid in general and to demonstrate organizational performance in a competitive market (Starling 2003,). Accountability to donors is mostly linked to control of the use of public funds, which needs to be justified to the government and taxpayers. 'If they cannot show what is done by taxpayers' money, they have a credibility problem' (Lopes &Theisohn, 2003,).There are several reasons why this is 'unhealthy' situation: first, the need to maintain the funding may create a situation in which development programs are designed in a way that reflects the needs and preferences of donors, not the beneficiaries (Johnson,2001).Second beneficiaries may be placed in a position in which their ability to influence inappropriate or undesirable interventions is limited. Third, when beneficiaries are not consulted about project priorities, the efficacy, sustainability and accountability of the intervention can be limited indeed (Brett, 1993; chambers 1983 in Johnson, 2001)

Downward accountability aims to increase the donor's accountability to the beneficiaries of the development program through greater involvement of those beneficiaries in the assessment of the donors 'work and performance. It is also referred to as reverse accountability-reorienting the flow of accountability-reorienting the flow of accountability-or primary accountability i.e., accountability to primary stakeholders

(Chambers,2005).An important barrier to improved downward accountability is that relationships, most notably those with poor people, are not in place (Groves and Hinton,2004).They argue that people are generally better at forming relationships with those with whom they share common behavioral traits. Where there are significant differences, it appears to be more difficult to develop relationships grounded in trust and transparency.

Johnson (2001) concludes that being in tune with the aspirations and needs of the local people, spending time in a community, being willing to listen to what villagers have to say, and the cultural and religious affiliations of external agents have a serious impact on accountability of beneficiaries (Johnson (2001)).The voices of those affected by development programs are the voices of local intermediary organizations-such as local institutions or NGOs-and the direct beneficiaries-often the poor. Are they invited to provide feedback on the content and approach of development programs or on the way they are being supported? As one of the Action Aid (2001) staff critically asked, 'we are supporting local people to be represented in government decision making processes but do we allow them. Establishing a good balance between upward and downward accountability leads to a balance in upward and downward accountability with a shift from micromanagement and unilateral. The following two quotes summarize the challenges of the imbalances in accountability,

Establishing a good balance between upward and downward accountability leads to a balance in upward and downward accountability with a shift from micromanagement and unilateral control to performance measurement and mutual accountability based on agreed standards and collective results' (Lopes and Theisohn, 2003) Development agencies being held accountable by those for whom they work will increase their integrity of and balance of power in the aid relationship (Blagescu et al., 2005). More and more tools and techniques to guide this inclusive approach have been developed, such as participatory rural appraisal (PRA), participatory monitoring and evaluation, transparency and information initiatives, participatory budgeting, report cards, citizens juries and social audits (Chambers, 2005).. The more regulation, reporting and control mechanisms are forced upon Southern partners, the more they divert energy and resources away from

the achievement of organizational objectives (Hinton, 2004) and the less local partners feel respected and trusted (Starling, 2003).

Groves and Hinton (2004) argue that there are five lines of accountability for development programs: the taxpayers of the donor country, the government of the donor country, the government of the recipient country, the poor in the recipient country, and the international development framework. Watson (2005) suggests a similar division, but also introduces some new terms. Exogenous accountability refers to the accountability of recipient countries and organizations to lenders or donors for the utilization of external resources, while endogenous accountability refers to the accountability of recipient governments or organizations towards citizens, clients or members.

Another interesting division is suggested by Lopes and Theisohn (2003) who divide accountability and its respective reporting systems into two main areas: programmatic (program content, goals, results, etc.) and financial accountability Fulfilling these accountability needs through the M&E process is therefore a challenge. O'Neill (2002, in Starling, 2003), however, suggests giving up the fantasy of total control and finding an acceptable balance between measurement, management and accountability. Another crucial element with accountability is transparency.

Creating a culture of transparency can enhance downward accountability and substantially improve the effectiveness of the development programs operations (Jacob and good, no date). It entails sharing information between partners and making it accessible to the beneficiaries and the wider public-outward or public accountability. Lopes and Theisohn (2003) argue that a culture of transparency, in terms of financial resources, institutional management practices, planning and service delivery, is the foremost instrument of public accountability. However, few NGO shave systems set up to do this, and there is rarely any external or financial incentive to do so. Most NGO systems typically focus on financial reporting to donors, boards and head offices.

Typical questions raised are: Can we really share all financial details with our partners? What about the details of development agency staff wages? Can we really share our financial information and details of spending to poor people? (Action Aid, 2001).Jacobs

and good (No date) conclude that transparency in sharing crucial information with local actors – if presented in a style that is easy for them to understand and use – can bring substantial benefits, such as creating significant shift in the quality of participation, strengthening trust and respect between NGO staff and users ,improving the quality of program decisions, as users provide feedback on how funds are being spent, empowering users to make their own decisions on their own behalf, reducing the risks of inefficiency and misuse of funds and encouraging finance staff to get more involved in field work.

2.4 Planning in M&E Integration and Sustainability of Development Projects

Planning is a periodic process that involves identifying priorities activities to be implemented and allocating resources to these activities. Learning is widely recognized as an essential requirement for development programs and partners to respond to the complex, uncertain and unpredictable nature of development (Morgan, 2005). Integrating learning mechanisms into M&E processes is necessary to close the gap between M&E and planning (Britton, 2005).Information generated through M&E aims to influence decision making and planning are not in place.

The shift from notions of capacity development emphasizing the' transfer' of technology or knowledge towards a holistic approach to capacity development recognizes the need for deeper and wider processes of continuous learning (Carr,2005,) Learning lies at the heart of development and its management processes, including M&E, should incorporate reflective practices and activities to promote self-learning, critical thinking, team building, action planning and experimentation (Horton,2003; Morgan,2005)

As noted earlier, since monitoring is an ongoing process, it can reveal early signs of problems in implementation. This information can serve as a basis for corrective actions to ensure the fulfillment of program or project objectives. Areas of success can also be revealed through monitoring, enabling their reinforcement. The contribution made by both monitoring and evaluation to lessons learned was also noted earlier. Thus, program managers and other stakeholders must make certain that a learning culture is maintained throughout the implementation of a program or project. Such a culture should motivate those involved in program or project management to learn from their experience and

apply those lessons to the improvement of the program or project. Learning can be enhanced through participatory mechanisms that enable the various stakeholders to share their views and provide feedback when and where it is needed

Organizational learning also has the potential to increase awareness of 'theories-in use' and 'espoused theories' throughout the implementation of a program (Loveridge,2007) distinguish between organizational mission and values versus actual organizational practice- or a degree of mismatch between the behavior and espoused theory,(what people think or say is happening)There is a common but often unacknowledged disparity between organizational mission and values versus organizational practice- or a degree of mismatch between the behavior and espoused theory of the organization .A learning oriented and reflective practice analyses and shapes the ways we think and behave and can assist in closing the gap between what we say and stand for as development organization and what we really do in action.

A widely acknowledged reason for organizations to invest in (organizational) learning is increased organizational performance, efficiency and effectiveness (Britton, 2005), and in private sector-where organizational learning finds its origins- a direct link with competitive advantage is assumed (Pasteur et al., 2006). 'Only those who learn and learn fast can improve their performance and adapt to constantly changing contexts' (Weggeman, 1997, in ECDPM Organizational effectiveness is therefore increasingly seen as a justification for investment in learning initiatives.

Learning becomes a means to an end rather an end in itself whereby data gathering is linked to immediate improvements in project implementation .The above arguments advocate the incorporation and fostering of learning mechanisms at the organizational level and into M&E processes. However there is a growing awareness that M&E systems themselves-if developed well-have potential to become a framework or carrier for individual, organizational and institutional learning. (Guijt, 2008; Morgan, 2005)

Organizational and social learning can be facilitated by monitoring and evaluation systems and processes. M&E is not disconnected from program design. The way a program framework is built up, how desired changes are projected, and the use of

planning tools have a direct link with the M&E system and process. Planning model which allows for flexibility and openness to the unexpected is likely to be more applicable to a learning approach than a model based which is rigid.

As discussed above the LFA is the most common planning tool in the development sector. Its inappropriateness for dealing with the complex settings of many development programs has been criticized. However, adapting it is a challenge, and adopting a new planning tool is not always possible or acceptable to most donors. A number of alternative tools have been developed in response to LFA such as the Most Significant Change (MSC) technique davis&darts,2005),the Accountability, Learning and planning System(alps) (Action Aid,2006).In this proposal I will try to explore outcome mapping as an alternative planning and M&E approach.

Many authors state that the systematic collection of information is crucial to enhance learning in an M&E process. It's important to note that M&E goes further than collecting information. It is all too easy to assume that by simply gathering information, storing it and making it accessible. We have somehow increased our knowledge and learning (Britton, 2005) First of all, the collected information should be useful and relevant for the producers and users of the information, as promoted by utilization-Focused Evaluation (Patton, 1997).monitoring systems need to cater to the social spaces and interactions necessary to enable information sharing and interpretation that leads to collective insights about action-sense-making (Guijt, 2008)

2.5 Decision Making in M&E Integration & Sustainability of Development Projects

A fifth purpose for Monitoring &Evaluation as defined by Failing and Gregory is decision making. They explain that M&E can be used in decision analysis context to provide insight for choosing amongst a range of policy options. In this case indicators are designed to be used as decision criteria. Failing and Gregory (2009), caution that significant misunderstanding can exist around the different between M&E for decision making and M&E for tracing performance. M&E in the field of development supports making evidence-based decisions in the implementation of development interventions, or

programs (projects), through rigorous but cost-effective approaches to collecting and using quality data on program performance, results, and impact (Elkins ,2006)

Monitoring data and information on progress towards results are gathered, reviewed and used at the project, outcome, sectoral and program levels. This monitoring information is used to clarify and analyze progress, issues, challenges and lessons. Monitoring information is also used to precipitating actions and decisions including effecting changes in plans and resources as required. Monitoring data normally aggregates from project level to higher level results. At a project level, the use of monitoring information can be summarized as follows.

The first monitoring action at the project level is to be clear of what is expected in terms of project-specific results and what is to be done with respect to monitoring actions. At the beginning, project should have a clear scope, expected deliverables and how these contribute to the higher level results; ensure that cumulative annual targets are adequate to produce envisaged outputs; and ensure that they led to the delivery of planned outputs in the agreed time-frame. This information is initially captured in the project results framework and its M&E framework. This process should be repeated at each annual project review to continuously validate that delivery of outputs is on schedule and remains relevant. If this is not the case, higher level boards or committees should be notified so that any implications on the overall planned results can be reviewed for modifications, new time frames and costs. Monitoring data should be collected using quarterly progress reports

2.6 Efficiency in M&E Integration and Sustainability of Development Projects

A third purpose of M&E is referred to by Failing and Gregory (2003) as tracing performance and by Stem et al. (2005) as effectiveness measurement. This approach is intended to measure the impacts of management actions in order to provide feedback on progress towards goals and effectiveness of program interventions, In effectiveness measurement, performance frameworks such as result-based incorporate the results of M&E into project cycles designed to facilitate continual improvement (Moynihan, 2005)

A results orientation is at the heart of development and organizational effectiveness. (Meier, 2003; UNDP, 2001),

Thus, the institutional reforms to introduce a management approach based on results aim at enhancing the ability of development organizations to yield development effectiveness. By focusing on managing-for-results, international development agencies are eventually improving effectiveness. In that respect, RBM theory assumes that an effective organization is one that uses performance information for management learning and decision-making processes. In addition, the organization incorporates a results-orientation into all its organizational processes. Hereby, as part of RBM, M&E with its focus on organizational learning is fundamental to enhance development performance (Meier, 2003). Evaluations are of special importance because they can help to determine causality between interventions and development processes and, on that account, provide evidence of how changes are coming about.

This is crucial bearing in mind that development effectiveness is understood as the how of development, and is about the factors and conditions that help achieve results and ultimately greater impact on the lives of the poor (UNDP, 2003). Evaluations need, however, to shift to a higher level of analysis, namely country or agency level, accordingly to the current debate on development. Broadening the scope of evaluations into results that matter for today's development practice is essential to provide a useful approximation of development effectiveness. It is important to note, in addition, that organizational effectiveness go hand in hand with development effectiveness, yet only represents "one side of the equation" as phrased by UNDP (2001).

According to UNDP (2001), organizational effectiveness only aims at "measuring progress toward the time-bound objectives that an organization sets for itself," whereas development effectiveness is a measure of development and progress towards common goals, i.e. MDGs. All in all, results-oriented M&E can help to frame core discussions and challenges of development effectiveness and organizational change. This tool provides good evidence in the matter, as long as the informational use of M&E is stressed over the control aspects, "that is its value for problem identification, process improvement, logistical coordination, mutual understanding and learning" (Paton, 2003).In accordance

with a DAC glossary on RBM, effectiveness is defined as“ an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objective efficiently.” (OECD, 2002) Effectiveness, thus, ascribes to the relationship between outputs and outcomes.

Accordingly, at the organizational level, we shall understand by organizational effectiveness, “a measure of the extent to which an organization has fulfilled the aims and objectives it has set for itself, as reflected in project and program activity.”(UNDP, 2001) Following this definition, improved organizational effectiveness shall accompany enhanced development effectiveness, terminology that “reflects the extent to which an institution or intervention has brought about targeted change in a country or the life of the individual beneficiary” (UNDP, 2001). The term, therefore, refers to long-term results or impact attributable to a single agency.

2.7 Research in M&E Integration and Sustainability of Development Projects

M&E can be used in a research context to assist with the ‘gathering or generation (Stem et al, 2003), and to ‘discriminate among competing hypothesis’’ (Failing and Gregory, 2003,). In this context management uses M&E to facilitate the testing of assumptions about cause and effect, or how specific resource management policies will produce desired outcomes when immediate action is required but insufficient information is available to make informed decisions (Bangko Sentral Ng Pilipines, 2001.)

Monitoring agencies have played a steering role in the area that is helping research center to find methods that adapt to new demands without imposing restrictions or demands for immediate action. This view related to the central role of the overall structure of the national research development program. At the same time it can also be acknowledged that monitoring agencies have been very instrumental in spurring structural change and improvement within institutions of national research .This trend is based on development of strong internal systems of research and self-assessment. It relates to an institution's overall mission has served a helpful role in shaping educationally useful innovation (International Development Research Centre, 1986)

Research gives attention to some of the challenges that presently are posing for evaluation Procedures as growing complexity, globalization and advances in instructional uses of electronic technology allow new forms of research provision to emerge. The existing policies need to be re-examined, and new policies developed. While research innovations must be recognized, it is also true that monitoring agencies have greatly assisted their career. In this process monitoring agencies serve as a public brain system to advocate changes that will improve research practice (Dumont 2000)

For national research development program monitoring and evaluation agencies need necessary process of innovation and ability of response to changing circumstances to move forward in a national oriented way. These centers may experiment with new approaches but must submit their plans to an outside review by other public or non-public evaluation agencies. The recommended items for monitoring should be assessed alongside an organization's role for national project, including whether they are fulfilling the responsibilities including monitoring commercial research. By such methods, monitoring and evaluation agencies not only guide the development of innovative practices but they also serve to lend credibility to emerging forms of research innovation. They need to set certain terms of good practice and encourage certain types of practices, while other practices are discouraged or banned (United Nations 2003)

2.8 Theoretical Framework

This research was based on the Result Based Management Model popularly referred to as the RBM model in International Development circles.

2.8.1 Result Based Management Model

This model was designed by Canadian International Development Agency in the year 2009; United Nations Development Program (UNDP), 2000. RBM model is linked to sustainability of development as it focuses on results and sustainability is based on end result. It is a model for performance measurement strongly linked to logic model popularly known as Result Chain. Result Based Management appears to be the most

widely accepted theory among international development, national and international government agencies. The UNDP stated objectives for its result-based M&E program to include accountability, improved learning, informed decision making and performance and a sound framework to which to conduct strategic planning. They define result-based M&E as “the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. ”CIDA (2008) defines RBM to include measuring progress to objectives and benefiting from lessons learned to improve knowledge and decision making.

To help project planners define how a program or project will eventually lead to the achievement of desired environmental, economic or social conditions, RBM used some specific terminologies. Project Inputs are the financial and other resources dedicated to making a project happen, while outputs are the immediate product or results (UNDP, 2002, IMFN, 2004) .Examples of outputs could include the quantity of workshops conducted, the amount of people trained, or the number of studies completed.

Project outcomes are the immediate changes in condition as a result of a project, such as greater environmental awareness as a result of training workshops. Impacts (IMFN, 2004) are longer term changes that result from earlier outputs and outcomes. More sustainable management of local NGO resources could be an example of a program impact, as could improvements to regional living standards. The IMFN further distinguishes impacts into short, medium and long term. Short and medium term impacts are more closely tied to direct project results at the project location and adjacent areas. Long term impacts are expected to extend to broader society and correspond to ultimate program objectives. Impacts can also be unintended and harmful.

In RBM, the assumed cause and effect relationships between program inputs, outputs, outcomes and impacts are organized in a tabular format known as a logic model or results chain (CIDA, 2008, IMFN, 2004).The process of developing and summarizing each steps in the logical model or results chain is referred to as the logical frame work approach (cida, 2005).Figure 4 illustrates the results chain and how it is linked to monitoring and evaluation. Each output, outcome and impact in the results chains assigned an indicator. Indicators are defined as “units of information that are measured over time and that

document changes in a specific condition'' (Margoluis & Salasfsky, 2008). *Evaluation* assesses the degree to which targets were achieved, the factors that contributed to success or failure (UNDP, 2002), and whether the assumptions in the results chain about cause and effect were correct (Margoluis and Salafsky, (1998).Evaluation should result in recommendations for improving program effectiveness,(UNDP), which if implemented, complete the RBM *project improvement cycle* consisting of planning, implementation, monitoring, evaluation and adjustment (CIDA, 2009;IMFN, 2004; UNDP, 2008).

The monitoring component of result-based M&E is the collection and tracking of data specific to each indicator so that the level of achievement of specific objectives can be determined. Targets, defined as "quantifiable level of outcome or impact being sought" (IMFN) identify the described levels or changes in condition for each indicator. Evaluation assesses the degree to which targets were achieved, the factors that contributed to success or failure (UNDP, 2002), and whether the assumptions in the results chain about cause and effect were correct (Margoluis and Salafsky, (2008).Evaluation should result in recommendations for improving program effectiveness, (UNDP), (CIDA, 2009; IMFN, 2004; UNDP, 2008).

2.9 Conceptual Framework

The interrelationships between study variables were conceptualized as shown on Figure1

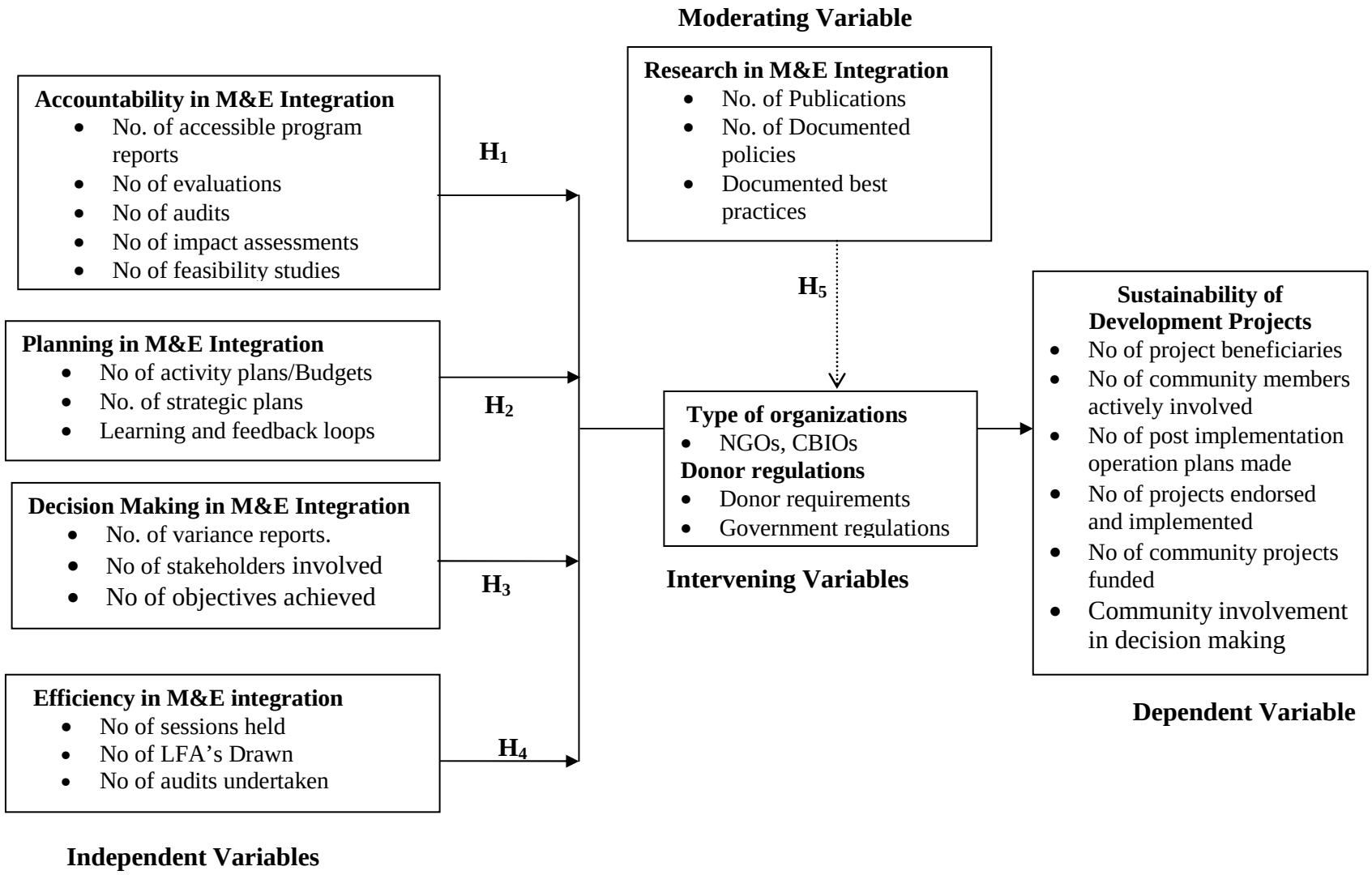

Figure 1: Conceptual Framework

As indicated in the conceptual model, accountability in M&E integration that encompasses efficiency monitoring frameworks, innovative service delivery mechanisms among others were perceived to be related to project sustainability. Its influence has however not been properly contextualized. The influence of accountability in M&E integration on sustainability of development projects and the extent of their relationship was tested in hypothesis H_1

A review of empirical literature on project performance clearly illustrates that planning processes could be significantly influential on sustainability of development projects. However, the extent of this influence and their subsequent interplay has not been critically examined and highlighted in any literature. The extent of this relationship in this study was tested in hypothesis H_2.

This conceptual model also indicates that a critical relationship between decision making processes in project planning influences sustainability of development projects. Decision making determines the actual outcomes. The influence of decision making prospects on sustainability of development projects has not been accorded sufficient attention in most of empirical literature examined. It was imperative to examine this relationship in this study. The extent of this relationship was tested in hypothesis H_3.

A systematic review of empirical literature on sustainability of development projects project clearly illustrated that influence of efficiency dynamics on sustainability of development projects was possible. The extent of this relationship was therefore tested in hypothesis H_4.

Finally, empirical literature on sustainability of development projects project clearly illustrated that research in M&E integration could be crucial. Research in M&E integration in this study was the moderating variable. The influence of moderating variable on project performance was tested in hypothesis H_5

2.10 Knowledge Gaps

The research observed the gaps identified within the review of relevant literature as shown in the Table below.

Table 2.1 Knowledge Gaps

Variable	Author and Year	Findings	Knowledge gap
Accountability in M&E Integration	Crawford, (2004) Anderson ,(2000) Starling, (2003) Chambers , (2005) Lopes, (2000)	Found out that the sustainability of conservation projects is influenced by accountability in effective application of M&E in the forest model. The study was inclined more to conservation projects.	There is need to explore this findings in the context of sustainability of development projects
Planning in M&E Integration	Morgan (2005) Britton (2005) Carr, (2005) Loveridge (2007) Morgan, (2005)	Despite many organizations embracing M&E integration sustainability has been elusive due to challenges in planning and learning functions of M&E not being well applied.	This study seeks to focus more on planning in M&E integration.
Decision Making in M&E Integration	Gregory (2009) Elkins, (2006) Falling (2003) Stem (2005)	Decision making is a function of M&E. Information generated through M&E is valuable for providing insight for choosing amongst a range of options. In this case indicators are designed to be used as decision criteria.	There is a need to emphasize and investigate the evidence aspects of M&E that influence decision making in the development sector.
Efficiency in M&E Integration	Moyniham (2005) Meier, (2003) Paton, (2003)	Monitoring and development activities provide programs and project managers with better means of improving service delivery and allocating resources.	The study seeks to come up with a clear methodology on measuring efficiency aspects in M&E integration on sustainability of development projects in Kenya.
Research in M&E Integration	Stem et al., (2003) Failing & Gregory, R (2003) Margoluis (2008) Salafsky, (2008)	Monitoring aspects that affect the guidance of research for sustainability of development sector are attributed to organisational learning's as well documented best practices and success stories.	This study will focus on investigating the M&E aspects that influence the guidance for research and sustainability in the development sector.

2.11 Summary of Literature

Literature review comprised the theoretical framework, empirical review and conceptual framework. This was critical since this study is based on sustainability of development projects. A review of empirical literature on sustainability dimensions Crook et al., (2008) clearly illustrated that accountability in M&E integration, planning, decision making, efficiency and research perspectives are crucial. However, the extent of their influence and their subsequent interplay has not been critically examined and substantiated in literature. A critical examination of literature on these aspects vis-à-vis sustainability of development programs Short (2008) has not been accorded sufficient attention in the empirical literature examined. Literature on their subsequent relationships and associations has also not been given much attention.

A review of empirical literature clearly illustrated that accountability in M&E processes, planning, decision making, efficiency and research in M&E integration. Few studies have shown that such a relationship could be a better way of explaining project sustainability. The exact extent of their influence on project development and their subsequent interplay has been examined. This exact influence will be unequivocally explained in this study. Interrelationships of variables and indicators constituting those variables were undertaken in great detail through a conceptual framework. Hypothesis testing on how the interplay between independent variables and project performance will be explained. The researcher examined the literary works and empirical literature by 4 prominent scholars on each variable. The scholars studied were the ones who have extensively published on the study variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology to be used in conducting the study. It includes research design, sampling procedure, sample size, research instruments data collection methods, validity, reliability, data analysis techniques, ethical issues and operational definition of variables.

3.2 Research Design

This study employed a descriptive survey design. This particular design was ideal since the research entailed collecting and comparing data from the phenomena at the same time of study. Mugenda and Mugenda (2003) argued that descriptive survey design is appropriate where the overall objective was to establish whether significant associations among variables existed at some point in time.

Descriptive survey design was thought to be ideal since it sought to describe the characteristics of certain groups, estimate the proportion with certain characteristics and make predictions. This specific design was chosen because of its ability to ensure minimization of bias and maximization of the reliability of evidence so collected. This design was also ideal since the empirical inquiry in this research involved that in which the researcher did not have direct control over the independent variables because their manifestation already occurred or, they were inherently not manipulate. The approach of this study involved collection of quantitative data for objective hypothesis testing and modeling while qualitative data was useful to explaining themes of behavior discerned about program performance.

3.3 Target Population

The target population consists of 20 project Directors, 25 project Managers, 35 project Assistants and 20 Field Extension workers making a total of 100 of this study was 100 individuals within all the 16 FIC partner organizations in Nairobi County. The respondents in this study were mainly program directors, project managers, field extension workers, and project assistants. The decent work projects targeted were the ones spread throughout Nairobi County

3.4 Sampling Procedure

The sample indicates the total number of respondents to be selected from the target population. The target population constituted 100 individuals. Determination of sample size was important to the researcher since it was useful to bringing out credible representation of the population. Some authors determined the sample size using the sampling Table by Bartlett et.al (2001). These authors developed the Table as a hybrid from Krejcie and Morgan's 1970 Table and Cochran's 1977 sample size formula. This research used the Krejcie and Morgan original Table for determining sample size. Accordingly, from this Table the sample size for 100 projects was 80.

Both cluster sampling and simple random sampling were used for this study. The respondents were clustered into project managers, project directors, field assistants, field extension officers. Proportionate sampling was used in each cluster. This sampling methodology was deemed appropriate to represent the target population and to provide the same results at the lowest possible cost and time. As noted by many researchers such as Sekaran (1992) and Kothari (2004), time and cost implications should be given invariable consideration when deciding the sample size. Within each stratum a simple random sampling to derive study respondents was undertaken. This process was held to ensure that each member in strata had an equal opportunity of being selected.

3.4.1 Sample Size

This study will have a sample of 80 respondents drawn from a target population of 100 based Krejcie and Morgan (1970). As indicated in the Table, a population of 100 individuals corresponded to a sample size of 80. Therefore 80 respondents were sampled for this study**.**

Table 3:1 Sampling Frame

The sampling frame was determined using proportions as depicted in the Table below**:**

Project Sector	**Target Population**	**Sample Size**
Program Directors	20	16
Project Managers	25	20
Project Assistants	35	28
Field Extension Workers	20	16
Total	**100**	**80**

3.4.2 Sampling Procedure

This study used proportionate method to arrive at the sample size for each category of the respondents.

3.5 Research Instruments

This study utilized a questionnaire as a primary tool for data collection. The questionnaire contained both structured and unstructured questions with 7 sections. The questions were systematic and pre-determined and were presented with exactly the same wording and in the same order to all respondents. Section A of the questionnaire captured questions on the demographic characteristics of respondents, Section B entailed questions on accountability in M&E integration, Section C captured questions on planning in M&E

integration, section D contained questions on decision making in M&E integration, Section E contained questions on efficiency in M&E integration while Section F captured questions on research in M&E integration. Finally Section G contained questions on the dependent variable. For closed-ended questions, a five-point likert scale was used. This included: (5) to a great extent, (4) High extent, (3) Moderate extent, (2) Small extent and (1) Not at all. The strongly agreed responses were scored at 1 for direct positive responses while those of strongly disagreed responses (Not at all) were scored at 1 for direct negative responses.

3.5.1 Pilot-testing of the Research Instrument

A pilot study on the questionnaire was carried out two weeks prior to the main study at the main project offices. Allan and Emma (2011) pointed out that research outcome quality is determined by instruments quality. Pilot testing shall entail picking 10 respondents who will not be part of the sample of 80 and administering the questionnaire to them. This process helped to determine its mechanics. 10 respondents make up 10% of the target population.

Pilot testing pointed out any problems with test instructions, instances where items were not clear and help the researcher to format the questionnaire and remove any noted typographical errors and inconsistencies (Mugenda 2003). This was done until the researcher is convinced that the questions are ok implying questions are clear, typographic errors and inconsistencies have been addressed. Once all issues with the test items were addressed, the questionnaire was ready for large-scale field testing. The primary purpose of pilot-testing of the research instrument was to construct an initial picture of test validity and reliability, help elicit appropriate responses to the study and determine if questions in the questionnaire were relevant and appropriate. Pilot testing was also crucial in determining clarity and suitability of the wording.

3.5.2 Validity of the Research Instrument

Validity helps the researcher to be sure that questionnaire items measure the desired constructs. Donald and Delno (2006) define instrument's validity as the appropriateness, meaningfulness and usefulness of inferences a researcher makes based on data collected. Mugenda (2003) agrees with this assertion that validity has to do with how accurately the data obtained in the study represents the variables.

This study employed content and construct validity. Content related method was ideal for this study since it was necessary to establish if the research questions answer the objectives of this study. Construct validity was appropriate to the research paradigm since it sought to unearth the finer details in program performance through construction of new knowledge paradigms. This assertion is in consonance with Kothari (2002) who argued that constructs are abstractions that are deliberately created by researchers in order to conceptualize the latent variable, which is the cause of scores on a given measure.

3.5.3 Reliability of the Research Instrument

Donald and Delno (2006) define reliability of the research instrument as the consistence of scores obtained and that it has two aspects; stability and equivalence. Reliability is said to be achieved if an instrument gives consistent results with repeated measurements of the same object. Within this study the test-retest method was to determine reliability. This entailed administering the same questionnaire to the same group after a certain interval had elapsed since the previous test (Coopers and Schindler, 2003). The test retest criterion was chosen since respondents in this study were project managers and program directors who had a detailed grasp on research and therefore would understand the need for filling the questionnaire for the second time.

To measure the reliability coefficient of the research instrument, Cronbach's Alpha reliability coefficient was obtained for all the variables in the study. Cronbach's alpha coefficient is like probability and therefore ranges between zero and one. A coefficient of

zero implied that the instrument had no internal consistency while that of one implied a complete internal consistence. Donald and Delno (2006), Creswell (1994) indicates that a reliable research instrument should have a composite Cronbach Alpha Reliability coefficient of at least 0.7 for all items under study.

3.6 Data Collection Procedures

The study used primary data. Primary data refers to that which will originally be collected for the first time for the purposes of this study. The use of primary data is supported by (Saunders et al, 2007). The type of data to be collected shall be informed by the objectives of the study as supported by Teddlie (2010). After securing a permit from the National Council for Science and Technology to enable collection of data, the researcher will identify two research assistants who will be trained on the research instrument. The research assistants and the researcher will then administer the questionnaires to the employees of Forum For International Corporation (Decent Work program) partners. The researcher undertook data collection by using three fronts. In the first instance, the research assistants physically visited the project sites and hand delivered questionnaires. This approach accorded the researcher an opportunity to meet the respondents. The second approach entailed telephone conversations. Finally, the researcher sent questionnaires to respondents via email and followed up on responses later. For the FIC employees, the questionnaires were administered through a drop and pick later method since the staff is busy most of the time and this gave them the opportunity to fill the questionnaires at their own free time. The researcher also booked an appointment with the staff after work hours for those who are available to fill in the questionnaire. The field extension officers were interviewed in the field and the researcher recorded the responses for them since the field workers may be engaged with beneficiaries.

The entire data collection exercise took 2 weeks. After the data collection, clean up, coding and removal of errors and inconsistencies were undertaken. The researcher held a brief meeting with the research assistants to review experiences and also checked the

completeness and consistency of the data collected. At the same time all the questionnaires administered in a particular day were collected at the end of the day to avoid cases of alterations of the collected data.

3.7 Data Analysis Techniques

Data analysis was done following the four phases normally used in research, these included: data clean up, reduction, differentiation and explanation. Data clean up involved editing, coding and tabulation in order to detect anomalies. The data from the field was coded according to the themes researched on the research. The analyzed data was presented in frequency distribution Tables, and percentages. The qualitative data will be analyzed using descriptive statistics such as mean, standard deviation and percentages. Inferential statistics such as correlation will also be used. Data was then keyed using (SPSS) version 20.0 with appropriate codes and variable specifications and counter-checked for possible erroneous entries.

The specific effect of independent variables vis-à-vis dependent variable was tested through multivariate analysis. The test of hypotheses to determine the level of significance of an independent variable against the dependent variable was tested through multiple regression and correlation. The significance level was set at probability $p< 0.05$ for every statistical set. For the parametric data, Pearson's product Moment Correlation Coefficient (r) and stepwise regression R^2 analysis were used. Pearson Product Moment Correlation is a measure of correlation between two variables. This relationship could either be positive or negative (Huber, 2004).

3.8 Operational Definition of Variables

Operational definition of independent, dependent and moderating variables is as shown on Table 3.2:

Table 3.2: Operationalization of Variables

Objective	Variable	Indicator(s)	Measurement	Scale	Data collecting method	Data Analysis
To examine how accountability in M&E integration influences sustainability of development projects in Nairobi, Kenya.	**Independent variable** Accountability in M&E integration	Accessible program reports Evaluations Audits Impact Assessments Feasibility Studies	No. of Accessible program reports No. of Evaluations No. of Audits No. of Impact Assessments Feasibility Studies	Ordinal	Questionnaire	Correlation Regression
To examine how planning in M&E integration influences sustainability of development projects in Kenya	**Independent variable** Planning in M&E integration	Project Activity plans Budget Strategic Plans Learning and feedback loops	No. of activity plans No. of budgets No .of strategic plans No .of learning and feedback loops.	Ordinal	Questionnaire	Correlation Regression

To determine the influence of decision making on M&E integration on development projects in Nairobi, Kenya	**Independent variable** Decision making in M&E integration	variance reports documented success stories Stakeholders involved in decision making.	Number of variance reports Number of documented success stories Number of stakeholders involved in decision making.	Ordinal	Questionnaire	Correlation Regression
To examine how efficiency in M&E integration influences sustainability of development projects in Nairobi, Kenya	**Independent variable** Efficiency in M&E integration	LFA'S drawn Audits undertaken Established Endowment funds Un restricted funds capacity building sessions held	No. of LFA'S drawn No. of audits undertaken Established Endowment funds Un restricted funds Number of capacity building sessions held	Ordinal	Questionnaire	Correlation Regression
To examine to what extent research influences sustainability of development projects in Nairobi. Kenya	**Independent Variable** Research in M&E integration	Publications Policies Best practices	Number of publications Number of documented policies Number of documented best practices.	Ordinal	Questionnaire	Correlation Regression

To examine the indicators of sustainability of development projects	**Dependent variables** Sustainability of development projects.		Number of post implementation plans Number of community members Number of new projects endorsed and implemented. Number of social networks made	Ordinal	Questionnaire	Correlation Regression

3.9 Ethical Issues`

In this study, ethical considerations were made on the basis of the basic concepts and aspects identified as important components of social considerations in social science research (Oliver, 2008)

First and foremost, the researcher obtained a research permit from the National Commission of Science, Technology and Innovation at the Ministry of Education. Secondly, the researcher wrote a letter of transmittal of data collection instruments to inform respondents in the research process that the research they were to undertake was purely for academic purposes only. The respondents were further assured that information gathered through this research was going to be treated with utmost confidentiality.

Respondents were further requested not to indicate their names anywhere on the questionnaire and were also be implored to provide the requested information truthfully and honestly. Finally, the respondents were assured that findings from this study would be communicated to concerned parties including interested stakeholders upon request.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents analysis of data and presents data in Tables and cross tabulations, undertakes data presentation and interpretation and discusses study findings according to study themes. The chapter provides the major findings and results of the study as obtained from the questionnaire.

4.2 Questionnaire Response Rate

Questionnaire response rate indicates the rate in percentages at which the questionnaires given to respondents were filled and returned. The returned questionnaires were the ones analysed. Table 4.1 below shows the response rate from the sample size.

Table 4.1: Questionnaire Response Rate

Project Sector	**Sample Size**	**Questionnaires Returned**
Program Directors	16	14
Project Managers	20	18
Project Assistants	28	24
Field Extension Workers	16	14
Total	**80**	**70**

This study targeted a sample size of 80 respondents out of which 70 filled in and returned the questionnaires, making a total response rate of 87.5% as shown on Table 4.1. The response rate was generally good and conforms to Mugenda and Mugenda (2003) stipulation, that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good while a response rate above 70% is excellent. In this case, the response rate

obtained from this study can be classified as excellent and was sufficiently representative of the target population. This response rate was highly capable of producing useful results and make meaningful inferences. The study therefore proceeded.

4.3 Demographic Characteristics of the Respondents

As part of their demographic information, the study sought to establish the background information of respondents. This included gender, length of service in the organization, their level in the organization and the department where they were working. These are further discussed in the following subsequent themes.

4.3.1 Distribution of Respondents by Gender

The study sought to establish the gender of the respondents. The gender of the respondents was important in order to find out if all genders were well represented. This study sought to understand if employment at the Decent work program conformed to the Kenya government's policy that states that at least 30% of all employees in any sector or organization should be of either gender .Results are presented in Table 4.2

Table 4.2: Distribution of Respondents by Gender

Project Sector	**Frequency**	**Percentage**
Male	45	64
Female	25	36
Total	**70**	**100**

Table 4.2 shows that out of 70 respondents who participated in the study, 45(64%) were male, while females contributed to 25(36%) of the entire work force (respondents). In essence, this indicates that employment at decent work program conforms to the government policy of gender distribution in employment. This conformation is good, despite Decent Work Program being an NGO; its employment policy is in consonance with the Kenya government policies on gender distribution.

4.3.2 Distribution of Respondents by Length of Service

The study also sought to establish the number of years the respondents had worked for Decent Work program; therefore the respondents were asked to state their length of service. The results are presented in Table 4.3 below.

Table 4.3: Distribution of Respondents by Length of Service in the Program

Years of Service	Frequency	Percentage
0-4	15	21
5-9	25	36
10-14	18	26
15 and above	12	17
Total	**70**	**100**

As shown in Table 4.3, 12 (17%) of the respondents reported that they have been working for the decent work programs in Kenya for more than 15 years, 18(26%) reported that they have been working for this program for between 10 and 14 years, 25(36%) of the respondents were found to have worked for between 5 and 9 years while 15(21%) of the respondents reported that they had worked for the Decent Work Program for less than 4 years. These findings indicate that 43% of the respondents interviewed had been working for the Decent Work Program for more than 10 years. This implies that most of the respondents in this study had the requisite information regarding monitoring and evaluation integration at the Decent Work Program and capable of giving correct information based on their experience. This also implies that turnover is low.

4.3.3 Distribution of Respondents by Levels of Management

This study sought to establish organization level of the respondents' at the Decent Work program so as to determine their level of management. This is in response to Delno (2009) who argue that top management workers and middle level managers are needed as respondents in any policy related research. This distribution is shown in Table 4.4

Table 4.4 Distribution of Respondents by Levels of Management

Management Level	Frequency	Percentage
Top Management	14	20
Middle level Management	18	26
Lower Level Management	24	34
Not in Management	14	20
Total	**70**	**100**

Results in Table 4.4 show that, 14(20%) of the respondents are not in any way involved in management, 24(34%) of all respondents are in junior management while 18 (26%) of all respondents were at middle level management. 14(20%) percent of all respondents were involved in senior management either as top executives or program managers. These findings are significant since they indicate that 32(46%) of all respondent were top management executives. Both the middle level and top level management executives comprised56 (60%) of all respondents meaning the respondents in this study comprised a key segment of managers and executives who make decisions and hence affect the policy direction of the program.

Table 4.5: Accountability in M&E Integration and Sustainability of Projects

Responses	Frequency	Percentage
Very great extent	10	18.2
Great extent	30	54.5
Moderate extent	8	14.5
Very low extent	4	7.3
Low extent	3	5.5
Total	**70**	**100.0**

According to the findings, most of the respondents (54.5%) indicated that accountability in M&E integration affects sustainability of projects to a great extent. 18.2% said to a very great extent, 14.5% said to a moderate extent, 7.3% said to a very low extent and 5.5% indicated to a low extent.

Table 4.6: Accountability in M&E Integration and Sustainability of Projects

Responses	Mean	Standard deviation	CV (%)
Observes changes and responds	4.525	0.974	21.5%
Keen on service delivery	4.089	0.626	15.3%
Auditing of projects	3.964	0.852	21.5%
Process improvement	3.857	0.699	18.1%
Conduct project evaluations	3.825	0.874	22.8%
Obtain feedback	3.654	0.63	17.2%
We scout for new technology	3.504	0.711	20.3%
We limit our services to key ones only	3.418	0.587	17.2%
We work to limit our services	3.418	0.587	17.2%

According to the findings, observing changes and acting in earnest influences M&E integration effective to a very great extent as expressed by a mean score of 4.525. Being keen on service delivery, project auditing, process improvement, undertaking of project evaluations, obtaining feedback and scouting for new technology influences M&E integration as expressed by a mean score of 4.089, 3.964, 3.857, 3.825, 3.654 and 3.504 respectively. Limiting services to key ones only and working to limit key services only influences M&E integration to a moderate extent as expressed by a mean score of3.418and 3.418 respectively.

The study established that accountability in M&E integration highly influenced sustainability of development programs at Decent Work Program. The study findings are in tandem with previous studies that established such a highly significant relationship between accountability mechanisms and sustainability of development undertakings. This findings are in consonance with Lawler, (2001) who asserted that accountability was crucial for development financing and sustainable

development. The findings are also in conformity with the works of Trank et al, (2002) who made similar conclusions. In this regard therefore it is concluded that accountability and transparency in development programming is crucial.

Research confirms accountability is probably the most common purpose and use of M&E processes and is associated with reporting systems, justification for and control of funds and impact measurement. Anderson (2000) argues that giving side of the aid relationship is primarily accountable to communities and powers outside the development programs and only secondarily, if at all, to insiders, the people who receive aid (Anderson 2000). Accountability to these actors is referred to as upward accountability. Donors and development agencies are increasingly under pressure to 'measure' their performance and results of their development work (Starling 2003,). Accountability to donors is mostly linked to control of the use of public funds, which needs to be justified to the government and taxpayers. When beneficiaries are not consulted about project priorities, the efficacy, sustainability and accountability of the intervention can be limited indeed (Brett, 1993; chambers 1983 in Johnson, 2001)

4.4 Planning in M&E Integration and Sustainability of Projects

The study sought to determine extent that planning in M&E integration influences sustainability of development projects by the Decent Work Program.

Table 4.7: Planning in M&E Integration and Sustainability of Projects

Responses	Frequency	Percentage
Very great extent	28	40.0
Great extent	25	36.4
Moderate extent	8	10.9
Very low extent	5	7.3
Low extent	4	5.4
Total	**70**	**100.0**

From the findings, majority of the respondents (40%) indicated that planning in M&E integration influenced sustainability of projects by the decent work program. Planning in M&E integration influenced sustainability of development projects to a very great extent.36.4% to a great extent, 10.9% to a moderate extent, 7.3% said to a very low extent and the rest 5.5% said to low extent.

Table 4.8: Planning in M&E Integration and Sustainability of Projects

Responses	Mean	Standard deviation	CV (%)
We always generate project proposal by ourselves	4.521	0.954	19.5%
Donors influence our planning	4.019	0.614	14.4%
Government policies are the core of our planning	3.984	0.602	13.5%
Needs of communities influence our planning	3.857	0.600	13.2%
Our competitors influence our planning	3.725	0.598	13.1%
Local environment affects our planning	3.654	0.63	9.0%
Project structure influences our planning	3.502	0.711	9.9%
Resource availability impacts our planning	3.418	0.587	5.2%
Planning impacts our quality standards	3.308	0.4587	2.97%
Evaluation processes are part of our planning	3.408	0.487	1.2%
Annual work planning and budgeting	2.418	0.587	1.0%

According to the findings, the process of generating proposals influences sustainability of projects to a very great extent as expressed by a mean score of 4.521. Influence of donors on planning, government policies in planning, needs and priorities of communities, competitors, local environment and project influences M&E integration as expressed by a mean score of 4.019, 3.964, 3.857, 3.725, 3.654 and 3.502 respectively. Availability of resources, impacts of quality standards, evaluation processes and annual work planning and budgeting only influences M&E integration to a moderate extent as expressed by a mean score of 3.418 and 3.308, 3.408 and 2.418 respectively.

Planning in M&E integration does not seem to influence sustainability of development programs at Decent Work Programs. Many authors state that the systematic collection of information is crucial to enhance learning in an M&E process. This systematic collection of information constitutes planning. It's important to note that M&E goes further than collecting information.

Planning is all too easy to assume that by simply gathering information, storing it and making it accessible. We have somehow increased our knowledge and learning (Britton, 2005) First of all, the collected information should be useful and relevant for the producers and users of the information, as promoted by utilization-Focused Evaluation (Patton, 1997).monitoring systems need to cater to the social spaces and interactions necessary to enable information sharing and interpretation that leads to collective insights about action-sense-making (Guijt, 2008

4.5 Decision Making in M&E Integration and Sustainability of Projects

The study further sought to find out extent that decision making in M&E Integration influences sustainability of development projects. The extent of this influence is as shown in Table 4.5.

Table 4.9: Decision Making in M&E integration and Sustainability of Projects

Responses	Frequency	Percentage
Very great extent	23	32.7
Great extent	29	41.8
Moderate extent	9	12.7
Very low extent	5	7.3
Low extent	4	5.5
Total	**70**	**100.0**

According to the findings, most of the respondents (41.8%) indicated that decision making in M&E integration influenced sustainability of development projects at decent work program to a great extent by 32.7% to a very great extent, 12.7% to a moderate extent, 7.3% to a very low extent and the rest 5.5% to a low extent.

Table 4.10: Decision Making in M&E Integration and Sustainability of Projects

Responses	Mean	Standard deviation	CV (%)
Project decisions are made by donors	4.325	0.955	14.5%
Project decisions made at national level	4.015	0.820	13.4%
Field offices make service decisions	3.995	0.722	12.5%
Field units act independent of national office	3.851	0.700	12.2%
Field offices have own decision making set up	3.720	0.698	11.1%
Field units make local decisions	3.600	0.653	9.0%
Authority flows from local units to national office	3.502	0.611	8.9%
Units work in partnership with national office	3.420	0.588	7.2%
Project managers exercise authority over staff	3.400	0.450	6.9%
Head office delegates authority to field officers	3.338	0.400	6.9%
All decisions are taken by project managers	2.221	0.338	6.71%

According to the findings, decisions made by donors influences sustainability of projects to a very great extent as expressed by a mean score of 4.325. Influence of decisions at national level, making of decisions by field offices, the process of field units acting independently, own decisions by field offices, capacity of field offices to make own decisions and the flow of authority from national to field offices influences M&E integration as expressed by a mean score of 4.015, 3.995, 3.851,3.720, 3.600 and 3.502 respectively. Units working in partnerships, project managers exercising authority over staff, delegation of authority and decision making by project managers only influences M&E integration to a moderate extent as expressed by a mean score of 3.502, 3.420, 3.400, 3.338 and 2,221 respectively.

This study unequivocally found out that decision making in M&E integration does not influence sustainability of development programs at any level. Decision making in M&E in the field of development supports making evidence-based decisions in the implementation of development interventions, or programs (projects), through rigorous but cost-effective approaches to collecting and using quality data on program performance, results, and impact (Elkins ,2006)

Monitoring data and information on progress towards results are gathered, reviewed and used at the project, outcome, sectoral and program levels. This monitoring information is used to clarify and analyze progress, issues, challenges and lessons. This analysis is undertaken after concrete decisions in M&E integration have been undertaken. Monitoring information is also used to precipitating actions and decisions including effecting changes in plans and resources as required

4.6 Efficiency in M&E integration and Sustainability of Projects

The study sought to determine the extent to which efficiency in M&E integration influences sustainability of projects at decent work program. This was shown in Table 4.7

Table 4.11: Efficiency in M&E integration and Sustainability of Projects

Responses	Frequency	Percentage
Very great extent	12	16.4
Great extent	43	61.8
Moderate extent	8	10.9
Low extent	5	7.3
Very low extent	2	3.6
Total	**70**	**100.0**

From the findings, majority of the respondents (61.8%) indicated that efficiency in M&E integration influenced sustainability of development projects. 16.4% said to a very great extent, 10.9% to a moderate extent, 7.3% to a low extent and the rest 3.6% to a very low extent.

Table 4.12: Efficiency in M&E Integration and Sustainability of Projects

Responses	Mean	Standard deviation	CV (%)
Funds through donations, grants	4.321	0.955	14.5%
Human capital in terms of number of staff	4.012	0.820	13.4%
Facilities (equipment, machinery, installations)	3.994	0.722	12.5%
Outreaches and field units served	3.752	0.700	12.2%
Programs size and project growth rate	3.710	0.698	11.1%
Number of volunteers attached to your project	3.690	0.653	9.0%
Number of project management committees	3.572	0.611	8.9%
Locally owed fixed assets (Land, buildings)	3.422	0.588	7.2%
Income generating units	3.390	0.450	6.9%
Inventory in store and in transit	3.358	0.400	6.9%
Project auditing mechanisms	2.221	0.338	6.71%

According to the findings, M&E integration which relies heavily on fundraising activities through donations and grants influences sustainability of projects to a very great extent as expressed by a mean score of 4.321. Investments in human capital, facilities, outreaches and outdoor activities, program size and project growth, volunteers attached to projects and existence of project management committees influence influences M&E integration as expressed by a mean score of 4.012, 3.994, 3752, 3.710, 3.690 and 3.572 respectively. Locally owned assets in terms of land and buildings, income generating activities, inventories and auditing mechanisms only influences M&E integration to a moderate extent as expressed by a mean score of 3.422, 3.390, 3.358 and 2,221 respectively

Efficiency in M&E integration is crucial. From the study findings, it has been shown that efficiency highly influences sustainability of development programs. Bearing in mind that development effectiveness is understood as the how of development, and is about the factors and conditions that help achieve results and ultimately greater impact on the lives of the poor

(UNDP, 2003). Evaluations need, however, to shift to a higher level of analysis, namely country or agency level, accordingly to the current debate on development.

Organizational effectiveness only aims at "measuring progress toward the time-bound objectives that an organization sets for itself," whereas development effectiveness is a measure of development and progress towards common goals, i.e. MDGs. All in all, results-oriented M&E can help to frame core discussions and challenges of development effectiveness and organizational change. This tool provides good evidence in the matter, as long as the informational use of M&E is stressed over the control aspects, "that is its value for problem identification, process improvement, logistical coordination, mutual understanding and learning" (Paton, 2003). Hence, the extent to which an intervention has attained, or is expected to attain, its major relevant objective efficiently influences sustainability of any development undertaking (OECD, 2002). Effectiveness which in essence ascribes to the relationship between outputs and outcomes is very important in program sustainability mechanisms

4.7 Research in M&E Integration and Sustainability of Projects

The study sought to determine the extent to which research in M&E integration influences sustainability of projects at decent work program. This was shown in Table 4.9

Table 4.13: Research in M&E Integration and Sustainability of Projects

Responses	Frequency	Percentage
Very great extent	32	45.5
Great extent	22	30.9
Moderate extent	10	14.5
Low extent	4	5.5
Very low extent	3	3.6
Total	**70**	**100.0**

From the findings, majority of the respondents (45.5%) indicated that research in M&E integration influenced sustainability of development projects. 30.9% said to a great extent, 14.5% to a moderate extent, 5.5% to a low extent and the rest 3.6% to a very low extent.

Research in M&E integration does not seem to influence sustainability of development, while research innovations must be recognized; it is also true that monitoring agencies have greatly invested in research. In this process monitoring agencies serve as a public brain system to advocate changes that will improve research practice. For national research development program monitoring and evaluation agencies need necessary process of innovation and ability of response to changing circumstances to move forward in a national oriented way. These centers may experiment with new approaches but must submit their plans to an outside review by other public or nonpublic evaluation agencies

Table 4.14: Research in M&E Integration and Sustainability of Projects

Responses	Mean	Standard deviation	CV (%)
Knowledge (skills, experiences, competences)	4.521	0.954	19.5%
Networks(contacts, alliances, partnerships	4.019	0.614	14.4%
Services (client outreaches, procedures, routines)	3.984	0.602	13.5%
Governance(management styles, leadership)	3.857	0.600	13.2%
Project reputation and integrity)	3.725	0.598	13.1%
Collaborations	3.654	0.63	9.0%
Quality standards	3.502	0.711	9.9%
Efficiency in internal management systems	3.418	0.587	5.2%
Client satisfaction in terms of positive feedback	3.308	0.4587	2.97%
Goodwill from stakeholders	3.408	0.487	1.2%
Program sustainability	2.418	0.587	1.0%

4.8 Factors influencing Monitoring and Evaluation Integration

In an effort to determine the factors that influence monitoring and evaluation integration at the Decent Work Program in Kenya, respondents in this study were asked to indicate their level of agreement with specific statements in the questionnaire that related to program sustainability in terms of accountability, planning, decision making, efficiency and research. The findings are as shown in Table 4.5 below:

Table 4.15 Factors influencing Monitoring and Evaluation Integration

Variable	Mean	Std. Deviation
Influence of accountability in M&E integration	4.200	0.615
Influence of Planning on M&E integration	3.853	0.982
Influence of Decision Making on M&E integration	4.413	0.736
Influence of Efficiency on M&E integration	4.560	0.739
Influence of Research on M&E integration	4.226	0.909

On a scale of 1 – 5, with 1 representing low influence and 5 representing strong influence the respondents indicated that efficiency in monitoring and evaluation integration with a mean of 4.560 and a standard deviation of 0.739, and decision making in monitoring and evaluation integration with a mean of 4.413 and a standard deviation of 0.736 have a high influence on sustainability of development projects at Decent Work Programs. Further, the respondents indicated that research with a mean of 4.226 and a standard deviation of 0.909 is one of the major reasons M&E integration.

It was also clear that accountability in M&E integration influenced sustainability of development projects as shown by a mean of 4.200 and a standard deviation of 0.615. The respondents further indicated that the aspect of planning in M&E integration had the lowest influence on sustainability of development projects with a mean of 3.853 and a standard deviation of 0.982.

4.9 Inferential Statistical Analysis

Data analysis entailed multiple regression analysis so as to test relationship among the study variables. SPSS version 20 was used for this analysis. The test of hypotheses to determine the level of significance of an independent variable against the dependent variable was tested through multiple regression and correlation. The significance level will be set at probability $p< 0.05$ for every statistical set. For the parametric data, Pearson's product Moment Correlation Coefficient (r) and stepwise regression R^2 analysis was used.

Pearson Product Moment Correlation is a measure of correlation between two variables. This relationship could either be positive or negative (Huber, 2004). This coefficient was used to analyze the linear relationships between the dependent and independent variables. Developed by Karl Pearson, this model is widely used in social sciences and measures strength of linear dependence between two variables (Huber, 2004).

4.10 Stepwise Regression

The influence of moderating variable on the relationship between the independent and dependent variables was derived by using Stepwise Regression R^2. This regression model involves mathematical modeling, as postulated by Larry (2013) that such models are used where variables are deliberately chosen without necessarily being backed by theory. Since the influence on the moderating variable was deliberate for this study, then the requirement for the use of Stepwise Regression R^2 to analyze parametric data is justified

Table 4.16 Model summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the estimate**
1	1.000[a]	0.9000	1.000	.00000

Predictors: Accountability in M&E integration, planning in M&E integration, Decision making in M&E integration, Efficiency in M&E integration and Research in M&E integration

Dependent Variable: Sustainability of Development Projects

This model summary depicts that the regression value was 1.000 while the r square value was found to be 0.9000; meaning 90% of data utilized in this study was valid. This indicates that the interpretation of findings from this data through inferential statistics is highly significant.

4.11 Multiple Regression Model

Multiple regression analysis was conducted as to determine the relationship between Accountability in M&E integration, planning in M&E integration, Decision making in M&E integration, Efficiency in M&E integration and Research in M&E integration against the dependent variable which is sustainability of development projects at Decent Work Program. After running the selected data through SPSS, a statistical model was generated. The model generated is what is popularly called a multiple regression model.

This was $\mathbf{Y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X + \beta_5 X_{5\,5\,+} \varepsilon$

Where:

Y= is the dependent variable (Sustainability of Development Projects)

X_1= is an explanatory factor (independent variable), Accountability in M&E integration

X_2=is an explanatory factor (independent variable), Planning in M&E integration

X_3= is an explanatory factor (independent variable), Decision making in M&E integration

X_4= is an explanatory factor (independent variable), Efficiency in M&E integration

X_5= is an explanatory factor (independent variable), Research in M&E integration

β_o=Constant (Y intercept), β=Coefficient and €=Error term

Table 4.17 Coefficients of Regression Equation

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Constant		4.000	.000		4.922E7	.000
Accountability in M&E integration	X_1	1.000	.000	.866	1.035E8	.0023
Planning in M&E integration	X_2	1.000	.000	-.866	-7.101E7	.220
Decision making in M&E integration	X_3	1.724	.000	.000	.000	1.000
Efficiency in M&E integration	X_4	1.076	.000	.000	.000	.0015
Research in M&E integration		1.015	.000	.000	.000	0.30

From the above Table, the established multiple linear regression model for this study therefore becomes $Y= 4.00+ 1.00X_1+ 1.00X_2+ 1.724X_3+ 1.076X_4 +1.076X_5$

This multiple regression model implies that a unit change in accountability in M&E integration in 1.000 unit increase in sustainability of development projects. A 1.000 unit increase in efficiency in M&E integration leads to 1.076 increase in sustainability of development projects by Decent Work Programs.

The Table also indicates that there was a highly significant relationship (with t statistic p value $<0.023 < 0.05$) between accountability in M&E integration and sustainability of development programs at Decent Work in Kenya. Again, from the same Table, there exists a highly significant relationship (with t statistic p value $<0.0015 < 0.05$) between efficiency in M&E integration and sustainability of development programs at Decent Work Program

However there exists no significant relationship between planning in M&E integration and sustainability of development programs with ($p = 0.220 > 0.05$), no significant relationship between decision making in M&E integration and sustainability of development programs with ($p = 1.000 > 0.05$). Finally, there appears to be no significant relationship between research in

monitoring and evaluation integration and sustainability of development projects (with t statistic p value <0.30 >0.05).

In nutshell, from these findings we therefore accept the 1st and 4th hypothesis and reject the 2nd, 3rd and 5th hypothesis. This implies that from the regression analysis only accountability in M&E integration and Efficiency in M&E integration have a positive significance on sustainability of development programs in Kenya. Aspects related to planning in M&E integration, Decision making in M&E integration and Research in M&E integration do not seem to influence sustainability of development projects whatsoever.

4.12 Correlation Analysis

Spearman correlation analysis was conducted at 95% confidence interval and 5% confidence level and was a 2-tailed test. The Table below indicates the correlation matrix between the independent variables (Accountability in M&E integration, planning in M&E integration, Decision making in M&E integration, Efficiency in M&E integration and Research in M&E integration against the dependent variable which is sustainability of development projects at Decent Work Program

Table 4.18 Correlation

	Accountability in M&E integration	Planning in M&E integration	Decision making in M&E integration	Efficiency in M&E integration	Research in M&E integration
Accountability in M&E integration	0.822* 1.000				
Sig.(2-tailed)	.				
Planning in M&E integration	0.478	1.000			
Sig.(2-tailed)	0.134	.			
Decision making in M&E integration	0.477	0.333	1.000		
Sig.(2-tailed)	0.134	0.420	.		
Efficiency in M&E integration	0.777*	0.207	0.690	1.000	
Sig.(2-tailed)	0.023	0.623	0.058	.	
Research in M&E integration	0.278	0.218	0.218	0.632	1.000
Sig.(2-tailed)	0.356	0.604	0.604	0.092	

From the Table above, the findings show there exist a positive highly significant relationship between accountability in M&E integration at 0.822 and sustainability of development projects. These results are in consonance with the findings from the multiple regression models. Again, from the same correlation Table, the findings show there exist a positive highly significant relationship between efficiency in M&E integration at 0.777 and sustainability of development projects. These results are also in conformity with the findings from the multiple regression model depicted above.

However, there is a weak relationship between planning in M&E integration and sustainability of development projects at 0.478, decision making in M&E integration and sustainability of development projects at 0.477 and finally a fairly weak relationship between research in M&E integration and sustainability of development projects at 0.278.

Thus at 5% confidence level and at a p-value ($P<0.05$), basing on the results from the correlation analysis, only accountability in M&E integration and Efficiency in M&E integration are the only variables that influence sustainability of development programs at Decent Work Project. Variables related to decision making in M&E integration, planning in M&E integration and Research in M&E integration are not of any significance to sustainability of programs.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, conclusions and recommendations. The findings are summarized in line with the objectives of the study which include accountability in M&E integration, planning in M&E integration, decision making in M&E integration, efficiency in M&E integration and research in M&E integration. These independent variables were studied against the dependent variable which is sustainability of development projects at Decent Work Program.

5. 2 Summary of findings

Table 5.1 Summary of Findings

Objective	Data collection instrument	Type of analysis	Main findings.
Influence of Accountability in M&E integration on sustainability of development programs	Questionnaire	Descriptive/ Inferential statistics	The study established that there exists a significant relationship between accountability factors and sustainability of development programs. (with t statistic p value <0.023 < 0.05) and correlation coefficient of 0.822
Influence of Planning in M&E integration on sustainability of development programs	Questionnaire	Descriptive/ Inferential Statistics	The study established that there was no any significant relationship between planning in M&E integration and sustainability of development projects(with t statistic p value <0.220 > 0.05) and correlation coefficient of 0.478
Influence of Decision making in M&E integration on sustainability of development programs	Questionnaire	Descriptive/ Inferential statistics	The study established that there was no any significant relationship between decision making in M&E integration and sustainability of development projects(with t statistic p value <0.477 >0.05) and correlation coefficient of 1.000

Influence of efficiency in M&E integration on sustainability of development programs	Questionnaire	Descriptive/ inferential statistics	The study established that there was a highly significant relationship between efficiency in M&E integration and sustainability of development programs (with t statistic p value <0.015< 0.05) and correlation coefficient of 0.777. This clearly indicates that the relationship between efficiency in M&E integration and sustainability of development programs is positively strong.
Influence of research in M&E integration on sustainability of development programs	Questionnaire	Descriptive/ inferential statistics	The study established that there was no any significant relationship between research in M&E integration and sustainability of development projects(with t statistic p value <0.30 > 0.05) and correlation coefficient of 0.278

5.3 Conclusions

5.3.1 Accountability in M&E Integration and Sustainability of Development Programs

The study established that accountability in M&E integration highly influenced sustainability of development programs at Decent Work Program. The study findings are in tandem with previous studies that established such a highly significant relationship between accountability mechanisms and sustainability of development undertakings. This findings are in consonance with Lawler, (2001) who asserted that accountability was crucial for development financing and sustainable development. The findings are also in conformity with the works of Trank et al, (2002) who made similar conclusions. In this regard therefore it is concluded that accountability and transparency in development programming is crucial.

Research confirms accountability is probably the most common purpose and use of M&E processes and is associated with reporting systems, justification for and control of funds and impact measurement. Anderson (2000) argues that giving side of the aid relationship is primarily accountable to communities and powers outside the development programs and only secondarily, if at all, to insiders, the people who receive aid (Anderson 2000). Accountability to these actors is referred to as upward accountability. Donors and development agencies are increasingly under pressure to 'measure' their performance and results of their development work (Starling 2003,). Accountability to donors is mostly linked to control of the use of public funds, which needs to be justified to the government and taxpayers. When beneficiaries are not consulted about project priorities, the efficacy, sustainability and accountability of the intervention can be limited indeed (Brett, 1993; chambers 1983 in Johnson, 2001).

5.3.2 Planning in M&E Integration and Sustainability of Development Programs

Planning in M&E integration does not seem to influence sustainability of development programs at Decent Work Programs. Many authors state that the systematic collection of information is crucial to enhance learning in an M&E process. This systematic collection of information constitutes planning. It's important to note that M&E goes further than collecting information.

Planning is all too easy to assume that by simply gathering information, storing it and making it accessible. We have somehow increased our knowledge and learning (Britton, 2005) First of all, the collected information should be useful and relevant for the producers and users of the information, as promoted by utilization-Focused Evaluation (Patton, 1997).monitoring systems need to cater to the social spaces and interactions necessary to enable information sharing and interpretation that leads to collective insights about action-sense-making (Guijt, 2008)

5.3.3 Decision Making in M&E Integration and Sustainability of Development Programs

This study unequivocally found out that decision making in M&E integration does not influence sustainability of development programs at any level. Decision making in M&E in the field of development supports making evidence-based decisions in the implementation of development

interventions, or programs (projects), through rigorous but cost-effective approaches to collecting and using quality data on program performance, results, and impact (Elkins ,2006)

Monitoring data and information on progress towards results are gathered, reviewed and used at the project, outcome, sectoral and program levels. This monitoring information is used to clarify and analyze progress, issues, challenges and lessons. This analysis is undertaken after concrete decisions in M&E integration have been undertaken. Monitoring information is also used to precipitating actions and decisions including effecting changes in plans and resources as required.

5.3.4 Efficiency in M&E Integration and Sustainability of Development Programs

Efficiency in M&E integration is crucial. From the study findings, it has been shown that efficiency highly influences sustainability of development programs. Bearing in mind that development effectiveness is understood as the how of development, and is about the factors and conditions that help achieve results and ultimately greater impact on the lives of the poor (UNDP, 2003). Evaluations need, however, to shift to a higher level of analysis, namely country or agency level, accordingly to the current debate on development.

Organizational effectiveness only aims at “measuring progress toward the time-bound objectives that an organization sets for itself,” whereas development effectiveness is a measure of development and progress towards common goals, i.e. MDGs. All in all, results-oriented M&E can help to frame core discussions and challenges of development effectiveness and organizational change. This tool provides good evidence in the matter, as long as the informational use of M&E is stressed over the control aspects, “that is its value for problem identification, process improvement, logistical coordination, mutual understanding and learning” (Paton, 2003). Hence, the extent to which an intervention has attained, or is expected to attain, its major relevant objective efficiently influences sustainability of any development undertaking (OECD, 2002). Effectiveness which in essence ascribes to the relationship between outputs and outcomes is very important in program sustainability mechanisms.

5.3.5 Research in M&E Integration and Sustainability of Development Programs

Research in M&E integration does not seem to influence sustainability of development, while research innovations must be recognized; it is also true that monitoring agencies have greatly invested in research. In this process monitoring agencies serve as a public brain system to advocate changes that will improve research practice. For national research development program monitoring and evaluation agencies need necessary process of innovation and ability of response to changing circumstances to move forward in a national oriented way. These centers may experiment with new approaches but must submit their plans to an outside review by other public or non-public evaluation agencies.

5.5 Recommendations

On the basis of the findings obtained, these study recommends that any managers, employers and public service entities should invest much of their energies on accountability programs and efficiency provision in monitoring and evaluation integration on sustainability of development programs.

Secondly, a considerable amount of organizational commitment should be directed towards some monitoring and evaluation integration so as to improve the sustainability of development undertakings. Finally, from the research findings, it is clear that programs should focus on efficiency in service provision and monitoring processes so as to achieve better performances and sustainable development of any programs designed. Program organizational structures could also be significantly influential on sustainability of development programs.

5.6 Suggestions for Further Research

On the basis of what has been found out from this study, the researcher makes the following suggestions for further research;

i) That a comprehensive study be undertaken to find out the joint influence of accountability in M&E integration, planning in M&E integration, decision making in M&E integration, efficiency in M&E integration and research in M&E integration on

sustainability of development programs in Kenya. A detailed study by establishing joint influences could give a clearer relationship between these variables.

ii) The researcher also recommends that a detailed study be undertaken to establish the relationship between M&E integration, planning in M&E integration, decision making in M&E integration, efficiency in M&E integration and research on M&E integration on sustainability of development programs in the public sector. This would perhaps give a comparison on these aspects both in the private and public sector projects in Kenya.

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APPENDIX I

LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS

Rachel Ambasa Tunya,
P.O Box 50708-00100
Nairobi,
7th October, 2014

Dear Respondent,

RE: RESEARCH ON INFLUENCE OF M&E INTERGRATION ON SUSTAINABLE DEVELOPMENT PROJECTS IN NAIROBI COUNTY

I am a Master's student at the School of Continuing and Distance Education at the University of Nairobi currently conducting a research study as entitled above.

You have been selected as one of the respondents to assist in providing the requisite data and information for this undertaking. I kindly request you to spare a few minutes and answer the attached questionnaire. The information so obtained will be used for academic purposes only, will be treated with utmost confidentiality and will not be shared with anyone whatsoever. Do not write your name anywhere on the questionnaire.

I therefore beseech you to respond to all questions with utmost honesty.

Thanking you most sincerely for your support.

Yours Sincerely,

Rachel Ambasa Tunya
O723-686373

APPENDIX II

QUESTIONNAIRE

This questionnaire is designed to gather research information regarding M&E integration on development projects in Kenya. The questionnaire has six sections. For each section, kindly respond to all items using a tick [ ] or filling in the blanks where appropriate.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1.1 Project information

1.2 Name of Project……..

1.3 Physical address of head office…….

1.4 Services offered (Specify service offered by ticking any of the following)

Humanitarian support		Livestock development	
Relief and rehabilitation services		Micro-financing	
Water, Health and sanitation		Advocacy and human rights	
Environmental conservation		Youth and women empowerment	
Conflict resolution		Training and capacity building	
Others Please specify			

How long has the project been operating?

0-2 years	**3-5 years**	**6-8 years**	**9-11 years**	**12-14 years**	**15 and above**

a) Specify the number of full time employees

1-5	**6-10**	**11-15**	**16-20**	**21-25**	**26 and above**

b) Specify the number of volunteers and interns

1-5	**6-10**	**11-15**	**16-20**	**21-25**	**26 and above**

c) Specify the target beneficiaries of your of your services

Women	Youth	School drop-outs	OVC's	Slum dwellers	refugees
Elderly	Children	institutions	General community	Religious groups	Others-specify ……

1.2 Respondent's Particulars

a) Title/designation……..

b) How long have you worked for this project……....

0-2 years	**3-5 years**	**6-8 years**	**9-11 years**	**12-14 years**	**15 and above**

c) What is your level of formal education?

Certificate	**Diploma**	**First Degree**	**Master's Degree**	**PhD**	**Other- Specify ……**

d) Specify your professional category

Social work	**Project Planning**	**Economics**	**Education**	**Business**	**Other- Specify ……**

e) Specify your age bracket

Below 20	**20-25**	**26-30**	**31-35**	**36-40**	**40 and above**

SECTION B: ACCOUNTABILITY IN M&E INTEGRATION

2.1 To what extent are the following accountability approaches used in your project?

Use the scale where 1= to a great extent, 2= high extent, 3= moderate extent 4= small extent and 5= Not at all

	Factor	**1**	**2**	**3**	**4**	**5**
1	We always observe changes and respond					
2	We are keen to identify new project opportunities					
3	We are keen on service delivery					
4	We experiment and try out new approaches					
5	We invent new ways of service delivery					
6	We maintain status of current service					
7	We occasionally audit our projects					
8	We concentrate on process improvement					
9	We initiate cost cutting mechanisms					
10	We limit our services to the core ones only					

11	We conduct project evaluation before we decide next action					
12	Top project management deliberates before making decisions					
13	We make consultation with stakeholders on our performance					
14	We obtain feedback on our services					
15	We have been consistent on the choice of our projects					
16	We consider consultation with beneficiaries very important					
17	We always make quick responses upon any inquiry					
18	We always follow regulations and procedures					
19	We operate with minimum consistent pattern in our work					
20	We scout for new technology					
21	We are always working to meet our targets					

SECTION C PLANNING IN M&E INTEGRATION

3.1 To what extent do the following planning factors influence your project strategy sustainability?

Use the scale where 1= to a great extent, 2= high extent, 3= moderate extent 4= small extent and 5= Not at all

	Factor	**1**	**2**	**3**	**4**	**5**
1	We always generate project proposal by ourselves					
2	Priority areas of donors and project financiers influence our planning					
3	Kenyan government policies are the core of our planning					
4	Needs of target communities influence our planning					
5	Programs undertaken by our competitors influence our planning					
6	Changes in local environment affects our planning					
7	Project structure influences our planning					
8	Resource availability impacts our planning					
9	Planning impacts our performance quality standards					
10	Project evaluation processes are part of our planning					
11	We undertake annual work planning and budgeting					

SECTION D: DECISION MAKING IN M&E INTEGRATION

4.1 To what extent does decision making influence the following features?

Use the scale where 1= to a great extent, 2= high extent, 3= moderate extent 4= small extent and 5= Not at all

	Factor	**1**	**2**	**3**	**4**	**5**
1	Project decisions are made by donors					
2	Project decisions made at national level					
3	Field offices make service decisions					
4	Field units act independent of national office					
5	Field offices have own decision making set up					
6	Field units make local decisions					
7	Authority flows from local units to national office					
8	Field units work in partnership with national office					
9	Field project managers exercise authority over their staff					
10	Head office delegates substantial authority to field offices					
11	All decisions are taken by project managers					

SECTION E: EFFICIENCY IN M&E INTEGRATION

5.1 Specify to what extent the following efficiency dimensions influence sustainability of your project

Use the scale where 1= to a great extent, 2= high extent, 3= moderate extent 4= small extent and 5= Not at all

	Factor	**1**	**2**	**3**	**4**	**5**
1	Funds through donations, grants					
2	Human capital in terms of number of staff					
3	Facilities (equipment, machinery, installations)					
4	Outreaches and field units served					
5	Programs size and project growth rate					
6	Number of volunteers attached to your project					
7	Number of project management committees					
8	Locally owed fixed assets (Land, buildings)					
9	Income generating units					
10	Inventory in store and in transit					
11	Project auditing mechanisms					

SECTION F: RESEARCH IN M&E INTEGRATION

6.1 Specify to what extent the following aspects have been researched upon in your project

Use the scale where 1= to a great extent, 2= high extent, 3= moderate extent 4= small extent and 5= Not at all

	Factor	**1**	**2**	**3**	**4**	**5**
1	Knowledge (skills, experiences, competences)					
2	Networks(contacts, alliances, partnerships)					
3	Services (client outreaches, procedures, routines)					
4	Governance(management styles, leadership)					
5	Project reputation(management, financial capacity, integrity)					
6	Collaborations					
7	Quality standards					
8	Efficiency in internal management systems					
9	Client satisfaction in terms of positive feedback					
10	Goodwill from stakeholders					
11	Program sustainability					

SECTION G: PROJECT SUSTAINABILITY

7.1 Specify to what extent the following sustainability measures are true.

Use the scale where 1= to a great extent, 2= high extent, 3= moderate extent 4= small extent and 5= Not at all

	Factor	**1**	**2**	**3**	**4**	**5**
1	The project has adequate funding					
2	The project has sustainable sources of funding					
3	The number and variety of services provided is high					
4	The project adheres to all operational standards					
5	The project has multiple networks to other projects					
6	The project networks are fruitful					
7	The project has kept on expanding its coverage					
8	The project has the facilities to meet the growing demand					
9	The project has attracted and retained capable employee					
10	The project services are on high demand					

Thank you for your Participation

APPENDIX III

TABLE FOR DETERMINING SAMPLE SIZE FOR A GIVEN POPULATION

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
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	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	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

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX IV

RESEARCH PERMIT