

**INFLUENCE OF MONITORING AND EVALUATION
PRACTICES ON PERFORMANCE OF CHURCH PROJECTS; A
CASE OF THE ANGLICAN CHURCH OF KENYA, ELDORET
DIOCESE**

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of Degree of Master of Art in Project Planning and Management of the University of
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DECLARATION

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

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DEDICATION

I have dedicated my study to my grandfather, the late Lay Canon John Konya , whose unyielding love, support and encouragement have nourished my soul and inspired me to pursue my studies.

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LIST OF ABBREVIATIONS & ACRONYMS

ACK: Anglican Church of Kenya

CBO: Community Based Organizations

M&E: Monitoring and Evaluation

NCCK: National Council of Churches

SPSS: Statistical package of social sciences

WCC: World Council of Churches

CCMP: Church and Community Mobilization Program

ABSTRACT

Projects initiated by churches have the main goal of changing positively the socio-political and economic status of the beneficiaries of a given region. Lack of oversight expertise among several projects has resulted to performance-related problems. Although several churches in Kenya have formulated policies defining how projects are monitored and evaluated there are still cases of the poor performance of these projects. The aim of the study was to establish the influence of monitoring and evaluation practices on performance of church projects in Anglican Church of Kenya, Eldoret Diocese. The study was guided by the following research objectives: To establish how Data management systems influences performance of church projects in Anglican Church of Kenya, to assess how resource budgeting influencing performance of church projects in Anglican Church of Kenya, to evaluate how assessments of activities influences performance of church projects in Anglican Church of Kenya, and to establish how reporting systems influences performance of church projects in Anglican Church of Kenya. The study was guided by Competence motivation theory which was compounded by Robert White in 1987. The study employed descriptive survey research design. The sample size of the study was 204 respondents from the various unit of study obtained using Yamane formula. The study employed a purposive sampling technique (Non-probability) for members of the monitoring and evaluation department staff and the project coordinators due to their knowledge regarding church projects developments and oversights. The stratified simple random sampling technique (probability) was used for the CCMP staff and beneficiaries. The study did use quantitative and qualitative data which was obtained from structured questionnaires and interview schedules. Quantitative data was analyzed using descriptive and inferential statistics while qualitative data was analyzed logically using content analysis. Final results were presented inform of logical statements and frequency distribution tables. The findings of the study were: The project committees in churches are fully engaged with the development of Data management systems but lack enough knowledge for designing the Data management systems. The types of performance controls, resource audits and resource plans are effective in enhancing performance of the church projects. The number of inspections and visits are suitable in enhancing project performance and committee members were found to have the necessary skills and knowledge to make assessments of activities. The written reports is highly shared to the church faithful's and the number of reports, type of audiences and timing of reports are important in enhancing performance of the church projects. The study findings is hoped to be beneficial to foundation of knowledge and policy making functions in faith based organizations.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Monitoring and evaluation function in project is essential in ensuring that the intended objectives are achieved. Most of the projects initiated by churches have the main goal of changing positively the socio-political and economic status of the beneficiaries of a given region. Monitoring and Evaluation (M&E) accounts for the progress of activities or success of the output of these projects. There are several types of projects that can be initiated by the churches including church building construction, water-related projects, and school infrastructure projects. M&E functions started to take a major role in providing decision making framework and guiding learning experiences in projects. Project management executing teams ensure that they formulate effective and reliable M&E teams and staff to ensure project objectives are achieved and respective standards are maintained (Gamba, 2016).

Globally, the World Council of Churches reports that about 18% of the world projects are sponsored by faith-related organizations and churches. The majority of the churches contribute significantly to development activities in their respective countries. The projects cover a range of sectors which depends on the need of the church members in their localities. Some projects are the product of a partnership with respective governments or sponsorships from angel investors. One dominant factor in respective of the sponsorship all these projects must be executed or implemented based on universal project management techniques. They are required to be planned, monitored, evaluated, and controlled to obtain desired results (Gould, 2019).

In Italy, the Vatican which is the headquarters of the Roman Catholic Worldwide has several projects in its administrative unit and others located across the world. The projects range from spiritual to economic empowerment projects intended to serve the communities. The synod of the Catholic Church constituted guidelines in which these projects must be managed. Project committees need to be instituted by each church to run the affairs of the projects. In the Vatican, the committee consists of the priests and laypersons from the churches. The success of Vatican projects is attributed to the Vatican training its staff on project management techniques like

planning and monitoring and evaluation. Project committees are able to conduct monitoring and evaluation in their respective projects (Leiter, 2016).

The dimension in which church projects among Pentecostal churches are monitored and evaluated in the United States is different from other regions. The majority of these projects are monitored and evaluated by independent consultants which are not part of the committee formulated by the church faithful. The independent consultant is appointed by the project committee to conduct duties on their behalf and provide a clear report to them within the required project phases or levels. The appointment of this independent team is due to the reason that the project committee lacks the prerequisite skills and experience to conduct monitoring and evaluation. This approach employed by the Pentecostal churches has enabled the projects to be performed successfully (Kaberia and Mburugu, 2019).

In Asia, countries like Pakistan and India have a defined framework in which projects are monitored and evaluated among the Asian church faithfuls. The majority of the communities in these countries practice Hinduism. Projects that are sponsored by these faithful's range from temple construction and development projects aimed to help the poor in the communities. These projects are monitored and evaluated by the committee members themselves from start to finish. During the constitution of these committees' appointments are done according to the specialty and professionalism of the members of the church. It is reported that a large number of projects in Asia perform well and they are able to meet the required constraints (Büyüközkan and Karabulut, 2017).

In most countries in Sub-Saharan Africa, failure rates of many church-initiated projects is alarming with most church development efforts in Africa have failed to deliver their promises. Majority of them are attributed to poor oversight roles by committee members. In Nigeria, church development strategies have been pointed to be non-functional and require suitable strategies. These are part of conventional church strategies that focus in boosting the economic wealth of the church members and ensuring that they generate the required wealth. In the process church members are motivated to participate in church projects that help their social and economic lives. Since majority of these projects are faith based, they suffer accountability, and integrity issues because they lack oversight roles by relevant persons (Gamba, 2016).

In the same vein, in Tanzania the basic fault is in the conventional approach where worshipers are highly allocated duties of monitoring and evaluating projects. This conventional approach is that the experts are rarely consulted in the development planning of church projects and usually have no active role in such development activities. Isolated, uneducated, and often dependent on rural elites they lack the means to win greater access to resources and markets and to prevent the imposition of unworkable projects or technologies. Lack of expertise consultations among several projects has resulted to delay in the execution of the projects and other performance-related problems emerging (Gachoka et al, 2018).

In Kenya, church-initiated income sponsored projects are contributing significantly to a population of about 2 million citizens in the country. Majority of these projects sponsored by the church cover a wider range of sectors and disciplines. Some of these projects cover water, health, education, micro-enterprise and capacity building. Although majority of these projects are faith based, they have equal measure of problems that affect their performance outcomes. The projects suffer cost, scope, scheduling and quality linked problems and challenges. Kenyan churches have development policies and pillars in place but it is reported that they still suffer oversight and accountability issues which affects its performance (Leiter, 2016).

The Anglican Church of Kenya (ACK), Eldoret diocese constituted the society transformation pillar that seeks to partner with the government both county and national to initiate development projects, establish infrastructural projects for schools, and to strengthen programmes or projects to physically challenged individuals in communities. The church adopts a development evaluation approach to monitor and evaluate its projects. This approach allows members of the church or committee members to actively participate in monitoring and evaluation projects within their church periphery (Kaberia and Mburugu, 2019). The ACK policy allows regular M&E reports by committees to be shared with departments, archdeacons, and parishes. The establishment of this framework is aimed at improving project performance and increase confidence among church faithful.

1.2. Statement of the problem

Over the years, churches have been engaging themselves in projects that are based on the improvement of the livelihood of people within areas that they have their presence. The projects initiated cover a range of problems i.e. education, health among others. All these projects are undertaken under the Church Community Based initiatives where funds are provided for these projects to be initiated for the purpose of reducing the challenges that the people are experiencing (Ayiemba et al., 2015). However, with time, a number of these projects that had enjoyed sponsorship from various international organisations begun to experience challenges. Sustainability and ownership, became a major challenge. Some of them struggled to survive through management conflicts, making them to operate below capacity others simply closed down altogether. The Christian Community Services (CCS) is a development arm in the Anglican Church of Kenya that is committed to building peoples' capacity to ensure that poverty has been eradicated and peoples' standards: socially and economically have been uplifted. CCS department is specifically tailored to look into the raising of community's life standards. Majority of the project undertaken by the CCS, under the CCMP (Church and Community Mobilization Program) and have been able to impact the livelihood of the communities in which they have been implemented. Although there are success stories of some projects, the failure of some of the projects has necessitated the need to look at whether they incorporated monitoring and evaluation practices to assist in the measuring of the performance of these projects. The programs' potential to address the socio-economic challenges could mainly be hindered by failure in adopting Monitoring and Evaluation practices. While CCMP had factored in Monitoring and Evaluation, the inability of all the churches in Eldoret Diocese to complete the all the required phases of CCMP begs the question on whether the necessary practices were followed to ensure the achievement of the required outcomes. For example, it was not clear whether the program had employed planning or utilized M&E results. It was also doubtful whether the stakeholders were involved in designing the program. Based on these arguments, the need to look at how monitoring and evaluation practices that include availability of Monitoring and Evaluation systems, resource budgeting, assessment of the monitoring and evaluation activities and reporting systems have contributed to performance of CCMP projects undertaken by the ACK Church within Eldoret Diocese.

1.3. Purpose of the study

The aim of the study was to establish the influence of monitoring and evaluation practices on performance of church projects; a case of the Anglican church of Kenya, Eldoret diocese.

1.4. Research objectives

The following research objectives are aimed to answer the study purpose:

- i. To establish the influence of the Data management systems on performance of church projects in the Anglican Church of Kenya, Eldoret Diocese.
- ii. To assess how resource budgets influencing performance of church projects in Anglican Church of Kenya, Eldoret Diocese.
- iii. To evaluate how assessments of activities influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese.
- iv. To establish how reporting systems influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese.

1.5. Research Questions

The study did seek to answer the following research questions:

- i. How has monitoring and evaluation systems influenced the performance of church projects church projects in Anglican Church of Kenya, Eldoret Diocese?
- ii. How has resource budgeting influenced the performance of church projects church projects in Anglican Church of Kenya, Eldoret Diocese?
- iii. How has assessment of activities influenced the performance of church projects church projects in Anglican Church of Kenya, Eldoret Diocese?
- iv. How has reporting systems influenced the performance of church projects church projects in Anglican Church of Kenya, Eldoret Diocese?

1.6. Significance of the Study

The study presumed to provide insightful knowledge to be used for scientific studies and the policymaking process. Several primary and secondary stakeholders are hopeful to benefit from the findings of the current study. Project committees irrespective of the type of projects and institutions are hoped to benefit from the study in proving their management skills and methods.

They can use the findings to enrich their monitoring and evaluation units to ensure that the project is conducted within the required performance metrics. Other organizations and institutions are hoped to use the findings to formulate suitable policies that will be used to design and implement their monitoring and evaluation activities. Likewise, the study provided scientific, theoretical and empirical findings that are hoped to benefit scholars, academicians, and future researchers.

1.7. Limitations of the study.

The study predicts that the church committee members may fail to adequately answer research questions that touches the church records due to fear of being exposed. But the study did explain to the participants the aim of conducting the study and the assurance of their privacy. Further, the study predicts that changes in church committee members may influence the process of gathering information. The study sought to address this by focusing on church members who have been in the projects for a longer period of time which means new members will be excluded from the study.

1.8. Delimitations of the study

The study thematic approach focused on monitoring and evaluation and performance of church projects. The information of monitoring and evaluation revolved around system reporting, resource budgeting, assessments of activities, and monitoring and evaluation system. The metrics of performance of the church projects was time, scope, cost, and quality. The study did limit itself with projects that were initiated in 2019 onwards completed or not complete. Committee members from all types of projects sponsored by the church within the diocese were selected to provide the required information. The study was conducted within a period of four months.

1.9. Basic assumptions of the study

The study pre assumes the following:

Those respondents to be contacted will consent to provide the required information appropriate to serve the study aim or purpose.

The current study period of four months will be sufficient to conduct the study

1.10. Definition of Significant terms

Assessments of activities: this involves the process in which concerned individuals ensure church project activities are conducted according to the required performance measurements which includes: inspections, verifications and status visits.

Monitoring and evaluation practices: Defines the process in which the church ensures activities and resources are conducted within the required expectations and plans and providing desired reports to the intended audiences.

Data management systems: this involves the process in which the concerned persons in church projects puts in place a framework and foundation in which monitoring and evaluation will be carried out in projects for example coming up with types of indicators, types of data collection tools, amount of budget allocated, and data analysis techniques.

Performance of church projects: this is the extent to which projects can be measured in terms of favorable outcomes or results of quality, time, cost and scope.

Reporting system: it involves the process in which the individuals in charge of churches projects formulate ways to disseminate information obtained from a monitoring and evaluation process which include: making reports to intended audiences.

Resource budgeting: this is the process in which the church is engaged in management and regulation of resources available in projects which include: resource audits, formulation of resource plans and developing performance controls.

1.11. Organization of the study

The research project is subdivided into five chapters: Chapter one which provides the introduction to the study which included the following subsections: background to the study, the statement to the problem, purpose, objectives, questions, and significance of the study. Others are the limitation, delimitation, operational definition of significant terms, and organization of the study. Chapter two which provides the literature review of the study outlining the following: the variable concepts, theoretical framework, and empirical studies related to the study objectives. Others are the conceptual framework and research gaps. Chapter three which explains the research methodology to be used in the study outlined the following parts: research design, target population, sample size and sampling procedure, data collection methods, and process. It

further outlines data analysis, ethical consideration, and operationalization of the study variables. Chapter four is data analysis, presentation, interpretation and discussion based on the themes of the study while chapter five shows the summary of the findings, conclusion, and contribution to body of knowledge, recommendation and suggestions for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The section provided scientific justification of the study purpose and objectives. In achieving these, the study did review several theoretical and scientific studies from peer reviewed and credible sources. Additionally, the study provided an illustrative conceptual framework and a theory explaining and justifying the study purpose. Research gaps were identified from the various empirical studies reviewed.

2.1. Concept of project performance

Project stakeholders are responsible and accountable to project goals achievements and a positive return on investments in reference to available constraints. This is because sometimes project outcomes or results are measured and monitored according to certain established metrics of performance (Kerzner, 2017). GAO, (1998) performance measurement is the ranking of activities in a project from the monitoring reports offered on accomplishments by programme agency or management. It may address the level of implementation, outputs and outcomes. Programme performance measurement data describes the achievements of the programme while programme evaluation explains those results.

Performance success criteria are based on verifiable metrics on whether the project has been delivered within budget, time, quality and scope (M Naeni and Salehipour, 2020). Performance is the achievement in terms of cost, scope, time frame, quality and achievement of an operation relevant to set objectives. In a programme, it includes the range of completed projects, fulfilled expectations by beneficiaries and attaining objectives (Acharya, kumar, sat yammuri & tendon, 2006). Costs which are related to project activities are monitored throughout the project to ensure they do not deviate from the budget. Majority of the projects would measure its performance especially if the project was completed within the set budget most preferably a slight variance of cost performance.

According to Büyüközkan and Karabulut (2017) there is a direct relationship between timelines and cost factors in projects. The author's state that projects which go over the set deadlines are

more likely to encounter more costs. It is then important that proper scheduling be done to ensure that projects are completed within the stipulated period. The success of projects may be attributed to projects that are able to hit their deadlines. Kerzner (2017) provides a positive relationship between scope and quality in projects. If projects are completed as per the required definitions and specifications there is likelihood that stakeholders will be satisfied with the project deliverables. Therefore, successful projects ensure that projects are monitored as per the four metrics of time, cost, quality and scope. Stakeholder's evaluation of these metrics is important in propelling project success. The current study will be using the four metrics to provide the criteria for measuring project performance.

2.2 Concept of Monitoring & Evaluation practices

Monitoring and evaluation practices in projects are very important in ensuring sustainability of projects. The major stakeholders in projects are the development committees who are given the responsibilities of planning and executing projects. Therefore, conducting monitoring and evaluation is paramount to the success of the projects. The process of conducting M&E is crucial in all stages of the project life cycle from Initiation to its closure (Kamau, 2017). Project committees are responsible for monitoring and evaluating project milestones to determine their impact, quality and compliance to required standards. Tengan and Aigbavboa (2017) states that monitoring and evaluation should start from designing a monitoring and evaluation system, implementing and utilizing it various project activities. The most important deliverables in monitoring and evaluation that ensure success in projects is that it needs to be conducted at the right time and right methodology relevant to the project needs. Maalim (2017) undertook a study on the effects of M&E practices on Mombasa County projects. The study established certain practices are required so that M&E processes can attain effectiveness.

Project committees are expected to have the required knowledge and skills relating to monitoring and evaluation in ensuring that it is conducted effectively and efficiently (Tengan and Aigbavboa, 2017). Participation in monitoring and evaluation include performing the following: developing a monitoring and evaluation framework that will guide the process of monitoring and evaluation, establishing standards and indicators for the project deliverables, choosing methods and processes that will be used to collect data, and disseminating information obtained from a monitoring and evaluation process (Iddi, B., & Nuhu, 2018). Committees in all types of projects

have similar related duties in developing and implementing a monitoring and evaluation framework in their institutions. The study is guided by four components that explain the concept of monitoring and evaluation this are; designing a monitoring and evaluation system, resource budgeting, conducting assessments and reporting system.

2.2.1. Data management systems and performance of projects

Designing a monitoring and evaluation system involves setting up a framework that guides the process of monitoring and evaluation process. This will involve formulating and designing indicators for assessments, tools and methods to be used to collect and disseminate data (Hoseinbeigi et al, 2017). Developing a monitoring and evaluation system is a first step that is critical in project initiation and planning process. For the process of oversight to be effective enough those that are involved with it are required to fully participate in its design and development.

A study that was conducted by Arinaitwe and Asimwe (2016) on the extent to which sector-wide monitoring and evaluation does influence justice, law, and order performance in Uganda. The study established that a fully integrated and logical framework is critical in data management and processing information which can effectively enhance the performance of the law, justice, and order among judicial institutions. It is important for the management to design a system that can lead to desired results. The study further noted that user attitude and behaviors are the major hindrances of a good Data management systems utilization and adoption in organizations.

Garley et al (2016) conducted a study that was titled strengthening individual capacity in ensuring that the Malaria control programme is enhanced and is streamlined. The study found that it is important before any commencement of project or programme for the stakeholders to be trained on Data management systems in order they achieve the desired outcomes or results. Garley et al (2016) further found that training and capacity building on Data management systems was successful in implementing the malaria control programme. The gap of this study is that it only focused on training and capacity building and not performance of the projects.

A survey study conducted by Engela and Ajam (2010) aimed at establishing the challenges facing implementation of monitoring and evaluation system in public institutions in South

Africa. The study established the benefits or merits that accrue to public institutions once they have instituted the monitoring and evaluation system. The study found that proper management of public resources is enhanced with an effective Data management systems. In South Africa, the system does substitute the traditional auditing process in public sectors that is seen to be non-effective in managing resources. The finding of this study statistically proves the importance of the project to implement a Data management systems.

Zall Kusek and Rist (2004) provided a ten-step report that outlines the suitable strategies of implementing an effective of monitoring and evaluation system. The report outlines the success in which majority of the World bank projects are using to implement successful Data management systems. The report outlines four critical components that a Data management systems must possess which include: development of indicators, choosing methods of collecting and processing data, and systems that can be used to report M&E findings. The development of an effective Data management systems has enabled the World Bank projects to achieve its intended objectives and goals.

Onyango, (2019) states that monitoring and evaluation (M&E) systems are an important building block of a performance-oriented policy cycle in which policy goals are developed based on public interest and policies are designed and implemented, to the extent possible, in ways that will make them effective, efficient, and consistent. The more policy-cycle activities are based on empirical evidence and analysis (of what has or has not worked elsewhere, or is not working here), the more likely policies will be efficient, effective, and in the public interest. Demand for M&E depends on the presence of at least some elements of a performance-oriented policy cycle. The diagnosis emphasizes an institutional analysis of the factors that drive demand for and supply of M&E.

Chen et al (2019) did a theory-driven evaluation approach study to assess the performance of monitoring and evaluation in implementation of fortification programme. The aim of the study was to assess the components of a monitoring and evaluation system to identify if they are adequate to implement the fortification programme. The findings showed that a suitable monitoring and evaluation system should have suitable methods of collecting, processing, and

disseminating information. According to the study, the programme was effective because the system processes and disseminates valuable information to the users.

Khadra et al (2018) conducted an evaluative study on the Data management systems in assessing the performance of a participatory irrigation management programme in the Mediterranean region. The aim of the study is to establish the suitability of the system in achieving project deliverables in the water sector. The finding showed that the Data management systems was suitable in ensuring that deliverables in water projects are completed within the required time and scope. An independent Data management systems enables the project team to work professionally and follow the laid down programmes effectively and efficiently. A well-functioning system makes the project team member work independently without any external influence.

A study conducted by Kinyanjui, Gakuu and Kidombo (2017) to establish the influence of monitoring and evaluation skills, performance contracting system on organization performance of governmental ministries in Kenya. The purpose of the study was to assess the adequacy of the Data management systems in terms of skills on organization performance. The study did establish a suitable Data management systems have been developed and implemented in majority of the government ministry. In some of the ministries the performances have improved drastically especially availability of data for decision making. The major hindrance that is facing majority of the projects is lack of skills to conduct an effective monitoring and evaluation process.

Diwakar (2020) states that for achieving Sustainable Development Goals, it is important that project managers to monitor the progress of efforts towards the goals. Evaluating ‘what works and what doesn’t’, becomes crucial in this regard. For effective monitoring and evaluation, it is important to have strong Data management systemss in place at the national and sub-national level. It is important to assess the performance of these offices and the quality of their outputs. With this in mind, the current research proposes four objectives to study the existing Data management systemss, to study their outputs, to propose better framework and to propose an implementation plan for the same. In this report, frameworks for M&E office assessment, MIS

maturity assessment tool and evaluation report quality assessment tool are proposed, along with methods for sampling, data collection and validation.

Phuong et al (2018) found that Data management systems development in urban planning centers is effective in bringing out positive results. The study found that monitoring and evaluation systems deliverables have a positive relationship with the timely delivery of project activities. Project teams were able to deliver timely decisions to enable the project outcomes to be accomplished within the required specifications. Data collection, processing, and reporting under the urban planning scheme was made possible with Data management systems design and execution. One notable finding outlined from the study is that the project teams were able to be trained on the system that increased its utility significantly.

2.2.2. Resources budgeting and performance of projects

Resource controlling entails the process of formulating resource plans, allocating duties, and establishing performance standards. Resource allocation in M&E is important in ensuring activities are achieved within the required constraints and plans (Felix, 2018). For effectiveness in resource management the committee needs to participate in its controlling process which is part of monitoring and evaluation.

Wiener et al (2016) opine that a well-developed system provides a control measure of performance in projects. Project teams and development committees need to establish mechanisms in which resources are controlled in their respective projects. The author mentions further that controlling of resources is an effective way of avoiding wastages, and increases prudent resource usage in projects. Resource controls have a positive close relationship with the minimization of costs. It is therefore important for the project management teams to give priority to resource controls. They need to provide a valuable system that indicates how the resources can be checked and verified in projects. Projects that handle their resources badly suffer cost overruns eventually affecting their respective budgets.

A study conducted by Ho (2018) on influence in which budgeting process on performance of projects. The study outlines suitable learning experiences that public organizations have benefitted by designing and developing budgeting controls that are suitable in regulating the

extent to which resources are employed in projects. Performance budgeting enables the public institutions to utilize and regulate the use of resources efficiently and effectively, which shows that resource budgeting is part of monitoring and evaluation activity. Management teams are required to formulate suitable performance resource budgets that will help to control and monitor resources in their respective organizations.

Matějka, Merchant and O'Grady (2020) conducted a study that sought to establish empirical benefits of formulating resource budgets in projects. More benefits accrue once the resource budgets are created it creates a useful framework in which projects can be measured on performance. The study reports that project teams find it easy to implement resource audits once plans have been created or implemented. It is therefore suitable for project managements to develop resource budgets before commencement or implementation of the projects. Projects have gained significantly in terms of resource usage and controls.

Mugo and Oleche (2015) in their study established that, complete project should have categorical and sufficient resources for monitoring and evaluation activities. This will not only motivate the staff to do the actual M&E with ease but also hold them accountable for not carrying it out. Instead of depending on projects savings and being limited on the scope to cover the whole project will be monitored and evaluated for better decisions. They used the Probit Model and found that budgetary allocation is very significant when undertaking M&E activities as it had a big coefficient of 0.656939 at a Z statistic of 4.92.

Funds for M&E practices need to be in cooperated in the overall budget should as it plays a major role in project role out. (Gyorkos, 2003, Mc coy 2005) Kelly and Magongo (2004) add on stating that monitoring and evaluation allocation needs to be 5-10% of the overall project budget. Since M&E is taken to be part of programme accountability, it involves finding value for the resources allocated earlier. The resources will be used to transform the activities into meaningful outcomes. More importantly, the M&E staff should be present when the budgetary allocation is being done to offer clarification, guidance and the key activities to be carried out so as to set aside sufficient resources for the M&E activities. In Kenya monitoring to establish progress of programs in public entities has been expressed in the silo approach. Budget planning and M&E functions in these public entities are executed independently.

Klojcnik, Sagadin, and Kralj (2018) state that resource control and scheduling cover 67% of the project performance. Projects that are concerned with suitable methods and processes to manage and control resources perform better in terms of budgeting and cost minimization. Project team members are provided with the goal to minimize cost in their respective projects. The authors further mention the need to adopt a suitable monitoring and evaluation framework that will enable members to control and use resources efficiently and effectively. In some of the projects, designed software has been designed to enable the users to manage and control resources. Establishment of standards and controls are found to be more effective than conducting site visits and audits in projects.

Kyriklidis and Dounias (2016) outlined that increasing changes in the environment and complexity in managing of projects have become the greatest challenges that is facing implementation teams in projects. Resource leveling and controlled budgeting becomes a necessity to project performance. Project implementation teams are tasked with the responsibility to formulate suitable resource plans and systems that would be useful in management of resources. In other cases, resource responsibility matrix is designed to ensure each staff is responsible is management of resources. The authors further mention that project performance is chief to the extent to which costs related to projects are managed. Overruns would negatively affect the project budget negatively and in other occasion delay the schedule of certain activities.

2.2.3. Assessments of activities and Performance of projects

The process of assessing activities outlines some of events conducted to ensure that project deliverables are done according to plans and standards. Some of these activities may include inspections, status meetings and site visits. Those in projects have the duty and responsibility of ensuring that they do assessments according to certain timelines (Ramachandran et al, 2016).. Assessments of activities becomes a useful component in ensuring project is achieved according to stakeholder expectations. Data collection process involves the process in which project teams under monitoring and evaluation units conduct assessments to collect facts and evidences of various activities in projects. It is a salient stage in M&E process because facts and evidences of performance and progress are obtained from the field.

Raimondo, E. (2016) found out that a good monitoring and evaluation system allows audits and inspections of projects deliverables done with ease. An effective project framework should allow project implementers to obtain the required information without any hindrance or difficulty. The authors illustrate the methodology that World Bank projects employ in making assessments. Stakeholders or beneficiaries are engaged in the assessments process where they provide valuable feedback at each phases of the project without the funders travelling to conduct such activities. In the long run the project remains sustainable and performance is improved significantly among these types of projects.

A study was conducted by Nalewaik and Mills (2016) that sought to establish the role played by the project audit and oversight on performance. The study outlined the several strategies that projects use in auditing its resources and the extent to which the strategies contributes to performance of the project. Inspections and site visits were seen to be effective in auditing project performance and they significantly contribute to completion of project in respect to quality, scope and budget. The study outlines the need for project managers to formulate and design suitable strategies that will help in collecting information relating to performance of the projects (Tian and Zhang, 2016).

Wachamba (2013) did research over effectiveness of NGO Data management systemss within Nairobi County, Kenya. The objective included the effectiveness of Data management systemss when it comes to delivery in projects. The study established that data collection systems are very critical in assessment of project performance. Suitable Data management systemss allow suitable data collection, storage and processing to make valuable decisions in projects. It is then necessary for project managers to formulate suitable data collection Data management systemss this is because they significantly contribute to performance. The gap is that the study only focused on the Data management systemss in general in projects.

Mwangi et al. (2014) established that one of the significant contributors to project success was through site visits and inspections in projects. The authors documentary review type of study which aimed to establish the success criteria of projects found that inspections and site visits are important in enhancing project performance. Therefore, projects can set suitable ways of making

visits in order to make inspections of various activities to ensure compliance to established standards. The gap in this study is that it was only focuses on some of the contributors to project success rather than assessing the role of data collection on programme performance.

Raimondo, E. (2016) found out that a good Data management systems allows audits and inspections of projects deliverables done with ease. An effective project framework should allow project implementers to obtain the required information without any hindrance or difficulty. The authors illustrate the methodology that World Bank projects employ in making assessments. Stakeholders or beneficiaries are engaged in the assessments process where they provide valuable feedback at each phases of the project without the funders travelling to conduct such activities. In the long run the project remains sustainable and performance is improved significantly among these types of projects.

Kaberia and Mburugu (2019) did a descriptive survey study titles influence of staff capacity in M&E and performance of projects among faith-based organizations. The objective of the study was to establish staff capacity to conduct assessments of project deliverables with respect to the performance of the projects. The study found that a large number of the staff lack ability to develop indicators and tools that can be used to conduct assessments in the majority of faith-based organizations. Three constraints of the project (cost, quality, time) are directly affected with inadequate M&E skills and knowledge among the employees. The majority of these projects sponsored by the church suffer cost overruns and scheduling problems that affect the final outcomes of the projects. This shows the need for project staff to have technical knowledge of making assessments in projects.

Kamau (2017) conducted a study of monitoring and evaluation in stakeholder participation on accountability performance of Umande trust projects. The study established majority of these projects would be accountable if the stakeholders take a leading role in making assessments of project deliverables. The author established existence of a positive correlation coefficient between making assessments through monitoring and evaluation and accountability outcomes of the projects. Therefore, stakeholders need to take part in the process of conducting assessments or audits of processes to increase project accountability.

Staff competency in M&E cannot be entirely ignored in measurement of project performance. Successful M&E function requires the staff are trained and provided the necessary knowledge to conduct the function. There is a significant relationship that links performance and M&E results in projects. Majority of the angel investors across the globe require the aspect of M&E assessments and conducts be documented in funding proposals by the relevant project teams. This involves the sequence and periods in which the M&E will be conducted in projects and individuals to conduct it. Staff competency in M&E assessments would lead to desirable outcomes if it is conducted efficiently and effectively (Kamau, 2017).

2.2.4. Reporting system and performance of projects

The last component of an effective M&E involves the process of disseminating results to the relevant users. Reporting system explains the process in which some of the data obtained from a M&E process is provided to the relevant stakeholders (Pius, 2017). The extent to which this information is useful depends on the number of times it is disseminated, type of methods used for sharing the information and the intended audiences. Committee members need to be part of the system that ensure information is shared to the relevant users for decision making.

The process of providing users with relevant information for decision and policy making is important in project management. Information sharing involves the process in which stakeholders are supplied with necessary information that is suitable in assessing performance and progress of the projects. Stakeholders have a right to know how projects activities are being planned and implemented. This is because the project will affect them either directly or indirectly. It is therefore important for the right stakeholder to be identified and supplied with the required project information's. Involving them especially during planning will reduce the level of resistance when it comes to implementation. Stakeholder involvement therefore becomes paramount in the development of projects. However minor decisions, emergencies and expertise required decisions do not warrant for stakeholder involvement (Donaldson, 2003).

A study conducted by Sugut, Rambo and Osogo (2017) was titled as the influence of monitoring and evaluation on the sustainability of HIV/AIDS programmes in some of the community-based organizations found in Kericho County. The study established that the CBOs were distributing M&E findings through newsletters to various beneficiaries, sponsors, and project team members. This has enabled the projects to be managed in an accountable and transparent manner. The

project management and implementers were the ones concerned about making the newsletters and distributing them. The study established that it is important therefore to disseminate information because it leads to the sustainability of the projects.

Keiter (2016) did a descriptive study on key considerations and learning experiences for monitoring and evaluation of some of the community-based adaptation to climate change. The purpose of the study was to establish the benefits of M&E findings in community-based adaptation programmes. The finding from the study indicated that the programme benefits sufficiently if the information is generated within the stipulated time and addressed to the right audience. For that reason, it is necessary the project information is delivered to the right audience and within the required time intervals for effective decision making in programmes.

Martinez and Olander (2015) did a study establishing influence of project communication strategies over programme performance. It aimed at establishing importance and relevancy of employing communication strategies in projects to enhance its performance. The study did establish that communication is effective if stakeholders are identified and communication plans are developed in projects. Additionally, information shared forms a critical aspect that is used to report progress and performance in projects to various users. The gap in this study is that it only focused on the importance of communication in enhancing performance rather not mentioning the suitability of using the types of information's.

Stakeholder involvement in projects is important when handling M&E processes. Therefore, of stakeholder analysis is carried out to pinpoint the types of stakeholders. Stakeholder involvement provides information to the programme management which can be used in relevant decision making. Stakeholder involvement in the what, how and why of projects, encourages inclusivity and enhances important participation by various stakeholders (Donaldson 2003). The gap in this study is that it did not establish the types of stakeholders and assess their influence on programme performance.

Mugambi and Kanda (2013) in their study of the success of donor funded public projects exposed the main determinant of a successful project and capacity building was one of them. The study found out that a good number of the donor funded projects are successful because they mainly focus in processes that disseminate M&E findings to relevant users at required intervals. The study further established that it is critical for project management teams to develop suitable

communication channels for distribution of M&E findings to users. The gap in this study is that it only focused on capacity building through information sharing rather linking it to performance.

Gamba (2016) conducted a study on factors affecting the utilization of M&E findings in the process of implementing Malaria control programmes in Mukono District. The author established that there are a number of factors which significantly hinder the policymakers in utilizing M&E results in their programmes. Some of the factors identified included; timeliness of disseminating the findings, communication-related challenges, quality of conducting evaluations and the capacity of the concerned persons to undertake the evaluations. This shows that it is important for various teams to identify some of the challenges hindering the dissemination of M&E findings in their respective projects in order to allow a smooth process of sharing information.

Sanga's (2017) dissertation was titled strategies to be used to improve monitoring and evaluation systems in projects related to Orphans in Iriga Municipality. The purpose of the study was to find out which strategies can be effective enough in improving the existing Data management systems. One particular finding that the study established is on the methods of sharing M&E results to specific users. It stated that a wrong choice of methods used to disseminate information would result in negative effects and consequences on the project. For example, the project team would use written reports addressed to the illiterate communities. Project success will be evaluated if the information is fully understood by the audiences. This shows that project teams need to evaluate and select suitable methods of transmitting the M&E findings.

Okuta (2019) did a survey study to investigate the effectiveness of M&E practice in some of the County government projects in Kisumu. The specific objective was to evaluate appropriateness of the Data management systems in disseminating information relevant to policymakers in county government projects. The study established that lack of report delivery affects the effectiveness of the projects, and additionally late submission of M&E findings contributes to a lack of effectiveness of the system to provide the required outcomes. The majority of the project staff are slow in disseminating information related to county government projects which affect its quality performance of the projects.

2.3. knowledge gaps

The review of related studies identified some positive contributions to the study and additional research gaps to be fulfilled by the current study. Arinaitwe and Asiimwe (2016) conducted a study on the extent to which sector-wide monitoring and evaluation does influence justice, law, and order performance in Uganda. And found user attitude and behaviors are the major hindrances of a good Data management systems utilization and adoption in organizations. The gap in this study is that it focused on staff competency in monitoring and evaluation. Khadra et al (2018) conducted an evaluative study on the Data management systems in assessing the performance of a participatory irrigation management programme in the Mediterranean region and found that a well-functioning system makes the project team member work independently without any external influence. The gap in the study is that it focused on the components of a good monitoring and evaluation system.

Kaberia and Mburugu (2019) did a descriptive survey study on staff capacity in M&E and project performance of faith-based organizations in Meru County. Finding from the study showed that there is need for project staff to have technical knowledge of making assessments in projects. The gap in the study is that it focused on technical competency of the staff in conducting assessments in projects. Kamau (2017) conducted a study of monitoring and evaluation in stakeholder participation on accountability performance of Umande trust projects. The study establishes that stakeholders need to take part in the process of conducting assessments or audits of processes to increase project accountability. The gap of the study is that it focused on one aspect of performance which is accountability.

Gamba (2016) conducted a study on factors affecting the utilization of M&E findings in the process of implementing Malaria control programmes in Mukono District. The study found that it is important for various teams to identify some of the challenges hindering the dissemination of M&E findings in their respective projects in order to allow a smooth process of sharing information. The gap in the study is that it only focused on challenges facing M&E dissemination of information. The current research will address some of the gaps in these studies.

2.4. Theoretical framework

The Competence motivation theory

The Competence motivation theory guided this study which was compounded by Robert White in 1987. It is a theory that is aimed to explain reasons that make people participate, persist, and work hard in a particular achievement context. The theory states further that individuals are motivated to participate in an activity if only they feel they are competent and capable to do so. The theory is used in psychological, sporting, and development activities that require necessary efforts to work towards results. Additionally, motivation is guided by the chance to provide excellent and commendable work. Those that are given responsibilities can be guided by the competence motivation theory to enable them to enhance their performance.

The theory can be used by these studies to explain the contributions of performance made by those contacted and given responsibility in the majority of church projects. Through their respective church appointments, the majority of the church faithfuls are given the responsibility to participate in monitoring and evaluation of project activities. They may lack the required skills or competence to conduct monitoring and evaluation duties. But they have certain motivation and belief that they can conduct the activity towards performance excellence. The theory will guide the purpose of this study that seeks to establish influence that M&E brings in performance of some of the church sponsored projects.

2.5. Conceptual framework

Figure 2.1 outlined an illustrative diagram linking the two concepts of the study, and furthermore outlining the indicators of each variable.

INDEPENDENT VARIABLE:

MONITORING AND EVALUATION PRACTICES

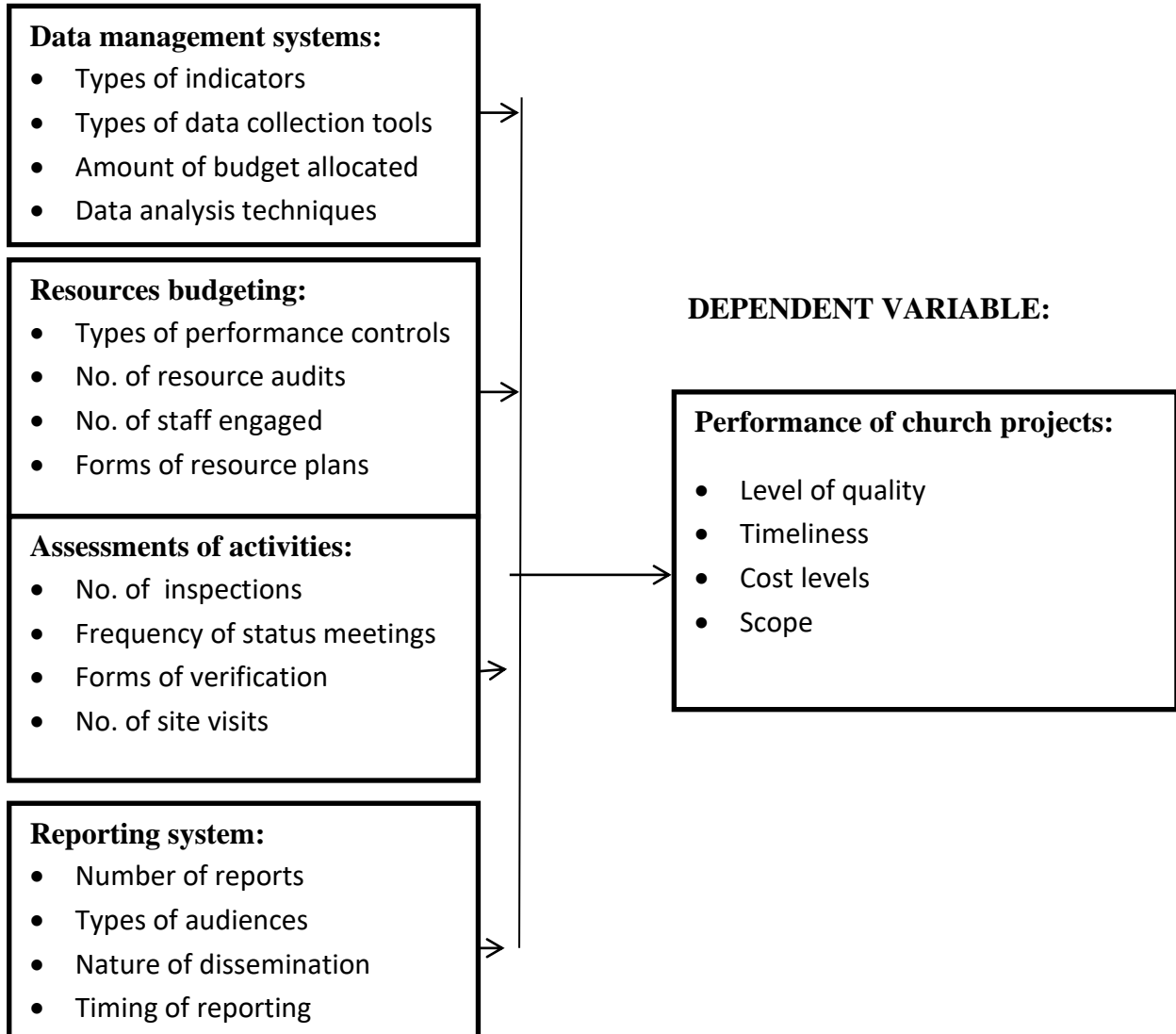


Figure 2.1 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlined the framework in which the current study followed to obtain the intended results and outcomes. The methodology presented the study research design, target population, sample design, methods of collecting data and process. Additionally, it outlined the techniques employed to analyze and report data.

3.2. Research design

The study will employ descriptive design of research. According to Yin (2017), descriptive research design is appropriate due to its nature of investigating contemporary happenings in situations where the limits between the scenarios and its context are not clearly established and various sources are employed for the actual information to be obtained. The study being quantitative in nature, the adoption descriptive research design becomes the better choice as it is involved with the description of the various components and their magnitude within the areas being studied.

3.3. Target population

The target population represents a section of the population chosen specifically to provide useful information for the aim of the study (Sekaran, 2016). The target population was composed on the project coordinators within the diocese who are two (2), Monitoring and evaluation staff who are four (4), CCMP staff in the diocese who are six (6) and CCMP beneficiaries who were 203 drawn from 29 projects within the diocese.

Table 3.1: Target population

Target group	Target population
Project Coordinators	2
Monitoring and evaluation staff	4
CCMP staff	16
CCMP beneficiaries	186
Total	208

Source: Eldoret CCS office, 2020.

3.4. Sample size and sampling procedure

The section presents the sampling design employed to obtain representatives from the entire target population.

3.4.1 Sampling procedure

The sampling procedure presents a technique in which the study did use to obtain the sample from the target population (Coopers, 2010). Based on the nature of the study, simple random sampling procedure was used in determining the CCMP beneficiaries and CCMP staff – through this selection the chosen population are assumed to epitomize the larger population – while purposive sampling procedure was used for the project coordinators and monitoring and evaluation staff.

3.4.2. Sample size

Sample size represents units of representation of the entire targeted group of a population (Kothari, 2014). The study sample size was determined by Yamane formula (1967) as documented as follows:

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

Where: N; is the population size

n is desired sample

e, is the error value of 0.01

$$n = \frac{202}{(1 + 202(0.01)^2)}$$

$$n=198$$

The sample size of the study was 198 respondents from the various unit of study.

Table 3.2: Sample Size

Target group	Target population	Sample size	Sampling frame
Project Coordinators	2	2	Purposive
Monitoring and evaluation staff	4	4	Purposive
CCMP staff	16	16	Simple random
CCMP beneficiaries	186	182	Simple random
Total	208	204	

3.5. Data collection methods

Quantitative and qualitative data was obtained from structured questionnaires and interview schedules respectively. A structured questionnaire was adopted because it provides a wide scope of seeking answers to the research questions and can be issued to a large number of audiences within a short period of time (Kothari, 2017). The questionnaire did have close-ended questions structured using the Linkert scale of measurement and was divided according to five sections: General information and the 4 objectives. The structured questionnaire was issued to the Project committee members according to the sample size established by the study. The interview schedule was structured to have specific questions that address the specific themes of the study. The interviewees for members of the diocese property and investment committee was scheduled and conducted according to the time intervals.

3.5.1. Pilot study

The study used the Nandi diocese which is the nearest to the study location to conduct its pilot study. According to Cooper (2010), the pilot study provides a framework in which the instruments were tested to provide its accuracy to obtain the intended results. The study used 10% of the target population to be respondents to conduct the pilot study. The pilot study did precede the actual study where the findings were used to amend the research instruments.

3.5.2. Validity of the research instruments

The research instruments validity described the extent to which the instruments can provide accurate, valuable, and verifiable findings (Mugenda and Mugenda, 2009). Validity of the instruments was achieved by reviewing and assessing questions in terms of the criterion and content of the research questions. Consultation with the study supervisor was done for each item found in the research instruments. The process involved screening, selecting, and justifying the type of question to be used in the instruments under the supervisor's guidance.

3.5.3. Reliability of the research instruments

The research instruments reliability represents the consistency that the instruments depended upon to give the desired results or outcomes (Mugenda and Mugenda, 2009). Reliability is more statistical because it involves testing for its consistency using recognized statistical measures. A test-retest methodology was applied to test for reliability. Respondents were tested twice at different time intervals using the same questions in the research instruments. The two sets of findings then were correlated using Pearson Moment coefficient of correlation to check for their close relationship. The measurement scale of the correlation of the research instruments items was $r > 0.85$ which was accepted to be reliable.

3.6. Data collection procedure

Data collection phases and sequence did begin by seeking authorization and permits from the relevant authorities. A letter of transmittal was obtained from the University of Nairobi; permit to conduct research was obtained from NACOSTI, and permission from the other organizations that are directly linked with the study. Members from different Archdeaconry were given the questionnaire to fill it. The research assistants aided the process of collecting data. The process of interviewing did begin by setting bookings for the interviews, and that was followed by the interview process that was scheduled for a time period of 15 to 20 minutes per interviewee. The researcher conducted the interview and this was aided by the use of recorders in order to capture all the details. Data collection was scheduled to take 15 working days. Once data has been collected, they were stored ready for data analysis.

3.7. Data analysis techniques

According to Kothari (2014), the process of data analysis involves organizing, filtering, and coding data into a tool of analysis. In this study statistical package of social sciences (SPSS Windows 23) was used as the tool of analysis. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive and inferential statistics included the use of frequency, percentage, mean, and standard deviation and correlation analysis respectively. Qualitative data was analyzed logically using thematic analysis. That involved arranging and categorizing data to

form a logical sequence of statements. Logical statements and frequency distribution were useful in data presentation process. A report was written to document findings, discussion, and interpretation from the analyzed data.

3.8. Ethical considerations

Ethical consideration involved the process in which professionalism, values, and morals are maintained related to scientific studies (Sekaran, 2016). Ethical issues that relate to the respondents of the study are privacy and anonymity. The research ensured that the privacy of the respondents and responses were highly treated in a confident manner, and no identity feature was used by the study. Ethical issues relating to data and the study, in general, are plagiarism, and data manipulation. The study did distance itself from copying other people's work and manipulating data to obtain the desired results. Transparency and accountability were maintained in the entire research process.

3.9. Operationalization of variables

Table 3.3 shows the level in which the study variables was operationalized

Table 3.3 Operationalization of variables

Objective	Variables	Measuring indicators	Data collection method	Scale of measurement	Data analysis
To establish how Data management systems influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese.	Data management systems	<ul style="list-style-type: none"> •Types of indicators •Types of data collection tools •Amount of budget allocated •Data analysis techniques 	Questionnaire -Interview guide	Nominal -Interval -Ratio	Mean, standard deviation, correlation, thematic analysis
To assess how resource budgeting influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese.	Resources budgeting:	<ul style="list-style-type: none"> •Types of performance controls •No. of resource audits •No. of staff engaged •Forms of resource plans 	Questionnaire Interview guide	Nominal Interval Ratio	Mean, standard deviation, correlation thematic analysis
To evaluate how assessments of activities influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese.	Assessments of activities:	<ul style="list-style-type: none"> •No. of inspections •Frequency of status meetings •Forms of verifications •No of status visits 	Questionnaire Interview guide	Nominal Interval Ratio	Mean, standard deviation, correlation thematic analysis
To establish how reporting system influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese.	Reporting system	<ul style="list-style-type: none"> •Number of reports •Types of audiences •Nature of disseminations •Timing of reporting 	Questionnaire Interview guide	Nominal Interval Ratio	Mean, standard deviation, correlation thematic analysis



CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.0. Introduction

The chapter presents data analysis, presentation and interpretation of the findings of the objectives of the study. The presentation of the data is based on the objectives of the study. Descriptive and inferential statistics was used to analyze the data which were presented using frequency distribution table. Content analysis was used to analyze qualitative findings from the interview schedule the various responses were categorized according to logical statements.

4.1. Response rate

The study targeted a total of 198 that included the CCMP beneficiaries and CCMP staff from various projects where 175 of these respondents filled and submitted the questionnaire correctly. This represented a response rate of 88.4% questionnaire response rate. A total of 6 respondents participated in the interview schedules – project coordinators (2) and the monitoring and evaluation staff from CCMP (4). According to Kothari (2014) any average response rate that is more than 75% is sufficient for the study to be continued or undertaken.

4.2. General information

The researcher sought to establish the gender, education level and the number of years they have been in committee in their respective church projects. Additionally, the study sought to find the type of project, training in M&E and the individuals who conducts M&E. The general information was used to assess information related to the committee participation in church projects.

4.2.1. Personal information

The personal information relates to those of gender, education level and number of years they have been a committee member in the church projects. The information was important in assessing the representation of the respondents. Table 4.1 shows findings on personal information.

Table 4.1 Personal information

Aspect	Response	Frequency	Percentage
Gender	Male	101	57.70
	Female	74	42.30
	Totals	175	100
Education level	Certificate	51	29.10
	Diploma	78	44.60
	Degree	34	19.40
	Masters	12	6.90
Total	Totals	175	100
Indicate the number of years you have been involved in the church projects under CCMP	0-5 years	66	37.70
	6-10years	73	41.70
	Over 11 years	36	20.60
	Totals	175	100

Table 4.1 shows that 57.70% of the respondents were male while 42.30% of the respondents were female. The finding shows that there were slightly more male than the female in the church projects. That means there were male representation in the study but that is predicted not to influence the outcomes of the study. The study further found that 29.10% and 44.60% of the respondents had certificate and diploma level of education respectively; furthermore 19.40% and 6.9% of the respondents had degree and master's level of education respectively. The finding shows that more of the church committee members had diploma and certificate level of education. The findings show that the respondents have the necessary basic knowledge to understand the aspects of the study. In respect to the number of years they have been a committee member of the church development the study found that 37.70% and 41.70% of the respondents have been in the project for a period less than 5 years and 6-10 years respectively, while 20.6% of the respondents have been in the project for a period over 11 years.

4.1.3. Church project information

This represented information relating to the type of project, trainings on monitoring and evaluation, and individuals conducting M&E in their church projects. The researcher sought to establish the respondent's knowledge, skills and experience of conducting monitoring and evaluation. Getting information that is related to the church provides the avenue to understand background information related to the objectives of the study. Table 4.2 shows information related to church projects

Table 4.2 Church related information's

Aspect	Response	Frequency	Percentage
Have you been trained on Monitoring and evaluation of church projects?	Yes	59	33.70
	No	116	66.30
	Totals	175	100
If, yes how many times have you been trained?	Once	48	81.30
	Twice	9	15.30
	More than twice	2	3.40
	Totals	59	100
Indicate who conducts M&E in your projects?	Project committees	121	69.10
	Church faithful	6	3.40
	Diocese investment committee	44	25.10
	Independent consultant	4	2.40
	Totals	175	100

Table 4.2 shows that 66.30% of the respondents agreed that they have been trained in monitoring and evaluation of church projects while 33.70% of the respondents have not been trained. Furthermore, among those who have been trained the study established that 81.30% and 15.30% of the respondents have been trained once and twice respectively, while 3.40% of the respondents have been trained more than twice. The findings show that majority of the respondents have never been trained on monitoring and evaluation and majority of those that have been trained have been trained once. Several studies have shown that it is important for the implementers of the programmes or projects to have the necessary skills, knowledge and experience to ensure success of the projects.

The study found that 69.10% and 3.40% of the respondents stated that the project committees are the ones who conduct monitoring and evaluation in projects, 3.40% stated that it is the church faithful's while 25.10% and 2.40% of the respondents stated that it is the diocese property investment committee and independent consultant respectively are the ones conducting monitoring and evaluation of the church projects. The finding shows that the project committees are the ones that conduct monitoring and evaluation in church projects. This finding was important in ascertaining the purpose of the study that sought to establish the church committee in conducting monitoring and evaluation of their respective projects.

Finding from key informant which relates to church and community mobilization project background information were analyzed and was presented qualitatively as follows:

Before commencing any form of project at church level every leader and project teams are required to be trained and capacitated on ways in which they will ensure transparency and accountability. The investment and property committee at the diocese level have the mandate of organizing trainings for church committees intending to implement projects in their respective local churches. They are also responsible to any eventuality or performance of the project which means that they are responsible for issues related to accountability and integrity at their respective churches. But everything including appointments of the church committees is based on trust and Christianity ethics and not much is based on qualifications [Key informants: Project coordinators & monitoring and evaluation staff].

4.2. Data management systems and performance of church projects

The first objective of the study was to establish how Data management systems influences performance of church projects. The respondents were given statements that explain the level of agreements on Data management systems and existence of Data management systems in their respective objectives. The respondents were asked to state whether they have a Data management systems in place. Findings were summarized in table 4.3.

Table 4.3 Existence of Data management systems

Response	Frequency	Percentage
Yes	96	54.90
No	79	45.10
Totals	175	100

The findings showed in table 4.3 shows that 54.90% of the respondents agreed that there is existence of Data management systems in their projects while 45.10% of the respondents stated that it does not exist. The finding through majority of the respondents shows that their existence of Data management systems in the church projects. The findings from the key informants on the availability of Data management systems were reported as follows:

Every project committees are provided with property and development policies that are present at the diocese level. They are required to adhere to the Data management systems documented by the policy to the latter. It is only in few cases that a new Data management systems developed by other the churches is accepted but a clear scrutiny is done by our team at diocese level. Therefore, the Data management systems guides the entire process of ensuring ethics and accountability is achieved at the church level. But based on faith and trust the church leaders are not forced or strictly authorized to follow the system without any failure [Key informants: Project coordinators & Monitoring and evaluation staff].

The study further sought to establish the respondent's level of agreement using the scale: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal. Table 4.4 shows findings on the level of agreement on Data management systems statements.

Table 4.4 Level of agreement on Monitoring and evaluation system

Statement on Data management systems	N	Mean	SD
Development of types of indicators helps in management of the scope.	175	2.88	0.25
The types of data collection tools are useful in improving level of quality	175	4.41	1.13
The amount of M&E funds allocated has enabled cost minimization	175	3.77	1.03
Data analysis techniques are helpful in providing timely information for budget decisions	175	2.45	0.32
The committee have adequate knowledge in designing Data management systems	175	2.39	0.80
Project committee are fully engaged in developing the Data management systems	175	3.89	1.74
Composite mean (SD)		3.30	0.88

Table 4.4 shows that respondents with a mean of 2.88 (SD=0.25) did state that occasionally development of types of indicators helps in management of the scope while respondents with a mean of 4.41 (SD=1.13) stated in a moderate amount the types of data collection tools are useful in improving level of quality. The finding shows that the church committees are using data collection tools in their respective projects but are not sure on the techniques or methods of using indicators which are part of the Data management systems. Additionally, respondents with a mean of 3.77 (SD=1.03) stated that in a moderate amount the amount of M&E funds allocated has enabled cost minimization while respondents with a mean of 2.45 (SD=0.32) stated that rarely does data analysis techniques are helpful in providing timely information for budget

decisions. Lastly, the respondents with a mean of 2.39 (SD=0.80) as shown in table 4.4 stated that rarely does the committee have adequate knowledge in designing Data management systems and respondents with a mean of 3.89 (SD=1.74) agreed in a moderate amount project committee are fully engaged in developing the M&E system. Finding that was obtained shows that majority of the respondents lack the necessary knowledge and skills to develop an Data management systems. The composite means of 3.30 (SD=0.88) shows the level of agreement on existence of Data management systems and its occasionally used in church projects.

The findings show that M&E funds allocated and data collection tools are used in Data management systems to enhance performance while types of indicators and data analysis tools is rarely used in church projects. The study found that respondents are fully engaged with the development of Data management systems but disagreed that they have enough knowledge for designing the Data management systems. Relevant studies have sought to confirm or approve the mentioned findings. Arinaitwe and Asiimwe (2016) confirms the findings on the committee knowledge on Data management systems by stating that attitude and behaviors are the major hindrances of a good Data management systems utilization and adoption in organizations and this Kinyanjui, Gakuu and Kidombo (2017) affirms the finding by stating a suitable Data management systems have been developed and implemented in majority of the government ministry. Furthermore, the study affirms the need to have a Data management systems that collects and analyses data this is shown by Zall Kusek and Rist (2004) outlines four critical components that a Data management systems must possess which include: development of indicators, choosing methods of collecting and processing data, and systems that can be used to report M&E findings.

The key informant's response on the use and designing of the Data management systems was reported as follows:

Project teams at local church levels are provided with the authority and responsibility to domesticate their own Data management systems according to the property and development policies found at the diocese level. Each team will choose their own budget, project indicators, and methods of collecting, analyzing and reporting data. Each project is treated uniquely in different environments and that gives parties autonomy to domesticate their own Data management systems

4.3. M&E resource budgeting and Performance of church projects

The second objective of the study was to assess how resource budgeting influence performance of church projects. The study sought to establish information relating resource controls and the areas in which it covers in an Data management systems. The questions on whether the respondents have resource budgets and their area of coverage were summarized in table 4.5.

Table 4.5 Information on resource budgets

Questions:	Response	Frequency	Percentage
Do you have resource budgets?	Yes	103	58.90
	No	72	41.10
	Totals	175	100
If Yes, which area does the resource budgets cover	Performance	33	32.00
	Resource audits	29	28.00
	Staff management	22	21.70
	Resource plans	19	18.30
	Totals	103	100

Table 4.5 shows that 58.90% of the respondents stated that they have resource budgets in their respective projects while 41.10% of the respondents stated that they do not have resource budgets. Furthermore, among those that agreed that the projects have resource budgets the study established that 32% and 28% of the respondents stated that it covers performance and resource audits respectively while 21.70% and 18.30% of the respondents stated that resource budgets cover staff management and resource plans respectively. The findings show that the church projects have resource budgets and they cover wide aspects in the project.

The key informants outlined the following on resource budgets:

Resource budgets forms a critical component that is used to approve or allow commencement of church projects. Therefore, each project members of the church will present an official resource budget at diocese level for approval and this will be a future tool that will be used to monitor and evaluate project performance in future [Key informants: Project coordinators & Monitoring and evaluation staff members].

The study further sought to establish the respondent's level of agreement using the scale: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal. Table 4.6 shows findings on the level of agreement on resource budgets statements.

Table 4.6 Level of agreement on resource budgets

Statements	N	Mean	SD
The types of performance controls are effective in achieving project time lines.	175	3.83	1.04
The number of resource audits has enabled the project to cut down its costs.	175	3.80	0.64
The number of staff engaged have helped in improving level of quality in projects	175	3.45	1.13
The forms of resource plans have enabled the project to be completed within budget.	175	4.12	0.78
The project committee participate fully in resource controls	175	3.93	1.43
The project teams have sufficient skills and knowledge in conducting resource controls.	175	3.42	0.77
Composite Mean & SD		3.76	0.96

Table 4.6 shows that respondents with a mean of 3.83 (SD=1.04) in moderate amount stated that the types of performance controls are effective in achieving project time lines respondents with a mean of 3.80 (SD=0.64) stated that in a moderate amount the number of resource audits have enabled the project to cut down its costs. Furthermore, respondents with a mean of 3.45 (SD=1.13) stated that occasionally the number of staff engaged have helped in improving level of quality in projects while respondents with a mean of 4.122 (SD=0.78) stated that in a moderate amount the forms of resource plans have enabled the project to be completed within budget. The project committee participates fully in resource controls. Lastly, respondents with a mean of 3.93 (SD=1.43) stated in a moderate amount the project committee participate fully in

resource controls while respondents with a mean of 3.42 (SD=1.43) stated that occasionally the project team have sufficient skills and knowledge in conducting resource controls.

The composite means of 3.76 (SD=0.96) shows respondents in moderate amount agreed that resource budgets is conducted in their projects to enhance performance. To support the finding Kyriklidis and Dounias (2016) stated that Resource leveling and controlled budgeting becomes a necessity to project performance. The findings show that the types of performance controls, resource audits and resource plans are effective in enhancing performance of the church projects. Several studies confirm the above-mentioned findings Wiener et al (2016) stated that projects need to provide a valuable system that indicates how the resources can be checked and verified in projects and Ho (2018) mentions that management teams are required to formulate suitable performance resource budgets that will help to control and monitor resources in their respective organizations. It is found that project committees participate fully in resource budgets but occasionally they have sufficient skills and knowledge in conducting resource controls.

The key informants mentioned the following contributions on resource budgets in church projects:

The types of resource budget developed by the project teams needs to cover all aspects and activities of the project this means their multiple types of resource budgets to be used and adopted. Leaders in diocese advise project teams at local churches to choose the right members with knowledge, skills and experience in managing projects

4.4. Assessment of activities and performance of church projects

The third objective of the study was to evaluate how assessments of activities influence performance of church projects. Respondents were asked to state whether they participate in assessment of activities in projects and which assessments of activities do they participate. Table 4.7 shows information on assessments of activities.

Table 4.7 Information on assessments of activities

Questions:	Response	Frequency	Percentage
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Have you ever participated in assessing activities in the project?	Yes	98	56.00
	No	77	44.00
	Totals	175	100
If Yes which main assessment of activities have you participated?	Inspections	32	31.80
	Status meetings	21	21.50
	Verification's	14	15.90
	Site visits	31	30.80
	Totals	98	100

Table 4.7 shows 56% of the respondents stated that they participate in assessing activities in the project while 44% of the respondents stated that they do not participate in assessing activities. The findings further showed that 31.80% and 21.50% of the respondents participate in inspections and status meetings respectively while 15.90% and 30.80% of them participate in verification's and site visits. This finding shows majority of the respondents participate in assessments of various activities of the project.

The key informants of the study stated the following regarding assessments of activities in church projects;

Project teams at church levels are required to conduct assessments of activities using controls and indicators they had designed by themselves. All form of assessments are accepted as long as they result to desired outcomes [Key informants: Project coordinators & Monitoring and evaluation staff].

The study further sought to establish the respondent's level of agreement using the scale: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal. Table 4.8 shows findings on the level of agreement on assessment of activities in church projects. Table 4.8 shows level of agreement with assessments of activities.

Table 4.8 level of agreement on assessment of activities

Statements	N	Mean	SD
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The number of inspections conducted have enabled the quality levels to be achieved	175	4.43	1.05
Frequency of status meetings have enhanced project to be completed within the required time	175	3.21	0.86
The forms of verification's conducted are suitable in managing costs in projects	175	3.33	1.26
The number of site visits have enhanced the project to be completed as per the required scope	175	4.60	0.85
Project assessments of activities are conducted on need basis only	175	3.86	1.26
The committee have enough knowledge and skills for making assessment of activities	175	3.77	1.00
Composite mean & SD		3.88	1.05

Table 4.8 shows that respondents with a mean of 4.43 (SD=1.05) in a moderate amount agreed that the number of inspections conducted have enabled the quality levels to be achieved while respondents with a mean of 3.21 (SD=0.86) stated that occasionally the frequency of status meetings have enhanced projects to be completed within the required time. Additionally, respondents with a mean of 3.33 (SD=1.26) stated that occasionally the forms of verification's conducted are suitable in managing costs in projects while respondents with a mean of 4.60 (SD=0.85) stated in a moderate amount the number of site visits have enhanced the project to be completed as the required scope. Lastly, respondents with a mean of 3.86 (SD=1.26) stated that in a moderate amount project assessment of activities are conducted on need basis only while respondents with a mean of 3.77 (SD=1.00) stated that in moderate amount the committee have enough knowledge and skills for making assessment of activities.

The composite mean of 3.88 (SD=1.05) shows in a moderate amount that assessments of activities are conducted in church projects. Kamau (2017) established existence of a positive correlation coefficient between making assessments through monitoring and evaluation and accountability outcomes of the projects to support the findings. The study established that number of inspections and visits are suitable in enhancing project performance. But occasionally the status meetings and forms of verification's are suitable in enhancing performance of the projects. It further shows that assessment of activities is conducted in need basis and the

committee members are found to have the necessary skills and knowledge to make assessments of activities. To support the findings on the need to conduct assessments of activities Raimondo (2016) states that an effective project framework should allow project implementers to obtain the required information without any hindrance or difficulty while Nalewaik and Mills (2016) agrees that inspections and site visits were seen to be effective in auditing project performance and they significantly contribute to completion of project in respect to quality, scope and budget. In respect to the committee to perform the assessments of activities Kaberia and Mburugu (2019) supports the finding by stating that a large number of the staff lacks ability to develop indicators and tools that can be used to conduct assessments in the majority of faith-based organizations. The following are contributions obtained from key informants regarding the assessments of activities in church projects:

The property and investment committees located at diocese level are required to conduct external assessment at least twice or thrice during the project life while the project teams at local churches are expected to conduct internal assessments frequently during the project life. Majority of the project members have been in the churches for a long time therefore they are expected to have the necessary knowledge and skills to conduct the assessments [Key informants: Project coordinators & Monitoring and evaluation staff].

4.5. Reporting systems and performance

The fourth objective of the study was to establish how reporting system influences the performance of church projects. The study sought to establish from the respondents how frequent do they share M&E findings in a month, the method they use to share information and the main audience for the M&E findings. Table 4.9 shows a summary of information on reporting systems.

Table 4.9 Information on reporting systems

Question	Response	Frequency	Percentage
How frequent do you share your M&E findings in a month?	Once	45	25.70
	Twice	83	47.40
	Thrice	29	16.60
	More than thrice	18	10.30
	Totals	175	100
What medium do you use to share findings?	Oral reports	31	17.70
	Written reports	95	54.30
	Newsletters	18	10.30
	Social medias	31	17.70
	Totals	175	100
Who are the main audiences for the M&E findings	Faithful's	101	57.70
	Clergy	18	10.30
	Church leaderships	34	19.40
	Government	9	5.10
	All	13	7.40
	Totals	175	100

Table 4.9 shows that 25.70% and 47.40% of the respondents stated that the M&E findings is shared once and twice in a month respectively while 16.60% and 10.30% stated that they share the M&E findings thrice and more than thrice respectively. The findings further showed that 17.70% and 54.30% of the respondents use oral and written reports respectively to share the findings while 10.30% and 17.70% of the respondents stated that they use newsletters and social Medias to share information respectively. Lastly, 57.70% and 10.30% of the respondents stated that the faithful's and clergy are the main audience in which they share M&E findings respectively while 19.40% and 5.10% of the respondents stated that it is the church leadership and government are the main audiences respectively only 7.4% of the audience stated that all are the audiences. The general findings shows that information is majorly shared twice per month using written reports which is majority shared to the church faithful's.

The following are main contributions of key informants on reporting systems use in church projects:

The diocese has a well-developed system that is used to receive, disseminate and control information. This forms the suitable mechanism that other leaders in respective churches are expected to follow to the latter. Information is expected to be in form of written reports that is expected to be reproduced and circulated to any immediate user [Key informants: Project coordinators & Monitoring and evaluation staff].

The study further sought to establish the respondent's level of agreement using the scale: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal. Table 4.10 shows findings on the level of agreement on reporting systems in church projects.

Table 4.10 Level of agreement on reporting systems

Statements	N	Mean	SD
The number of reports have been useful in ensuring project is completed within cost	175	3.84	1.04
The type of audience to provide M&E findings has enabled project time lines to be met	175	3.79	0.63
The means of disseminating the M&E findings have enabled the level of quality in the project	175	2.43	0.89
The timing of reports have positively improved completion of projects within required scope	175	4.06	1.32
Reports are shared only when need arises	175	2.37	1.25
Information from M&E process have been useful in making decisions	175	4.28	0.95
Composite mean and SD		3.63	1.01

Table 4.10 shows that respondents with a mean of 3.84 (SD=1.04) stated that in a moderate amount the number of reports have been useful in ensuring projects is completed within the required costs while respondents with a mean of 3.79 (SD=0.63) stated that in a moderate amount the type of audience to provide M&E findings has enabled project time lines to be met. Additionally, respondents with a mean of 2.43 (SD=0.89) stated that rarely does the means of disseminating the M&E findings have enabled level of quality in the project while respondents with a mean of 4.06 (SD=1.32) stated in a moderate amount the timing of reports have positively improved completion of projects within the required scope. Lastly, respondents with a mean of 2.37 (SD=1.25) stated that rarely reports are shared only when needs arises while respondents with a mean of 4.28 (SD=0.95) stated that in a moderate amount information from M&E process have been useful in making decisions in church projects.

The composite mean of 3.63 (SD=1.01) shows that reporting systems in a moderate amount is useful in enhancing performance of church projects. Sugut, Rambo and Osogo (2017) supported this finding by stating that it is important therefore to disseminate information because it leads to the sustainability of the projects. The findings outline that the number of reports, the type of audiences and timing of reports are important in enhancing performance of the church projects. Keiter (2016) supports the findings by stating that programme benefits sufficiently if the information is generated within the stipulated time and addressed to the right audience. But means of disseminating information rarely contributes to performance of the church projects. Sanga's (2017) contradicts this finding by stating that a wrong choice of methods used to disseminate information would result in negative effects and consequences on the project. Therefore, the information obtained from the M&E process is useful in enhancing performance of the church projects. Okuta (2019) supports this by stating that lack of report delivery affects the effectiveness of the projects, and additionally late submission of M&E findings contributes to a lack of effectiveness of the system to provide the required outcomes.

The key informants reported the following on reporting systems in church projects:

The projects teams are expected to share the monitoring and evaluating information frequently, at the right time and provided to the right audience with the right medium and be ready to answer any query [Key informants: Project coordinators & Monitoring and evaluation staff].

4.6. Performance of church projects

The study sought to establish from the respondents the level of performance of the church projects attributed to monitoring and evaluation practices. The findings were useful in establishing the relationship that exists between the dependent and independent variables. Table 4.11 shows performance of the projects.

Table 4.11 Performance of the projects

Statements	N	Mean	SD
The church projects are completed within the required quality levels	175	2.35	1.01
The church projects are executed within scheduled completion timings	175	2.55	0.87
The church projects are completed within budget	175	3.71	1.55
The church projects are completed as per the scheduled scope	175	3.67	0.86
Composite mean & SD		3.07	1.07

Findings in table 4.11 shows that respondents with a mean of 2.35 (SD=1.01) stated that rarely the church projects are completed within the required quality levels. That was followed with respondents with a mean of 2.55 (SD=0.87) who stated that rarely the church projects are executed within scheduled completion timings. The study further found that respondents with a mean of 3.71 (SD=1.55) stated that in a moderate amount the church projects are completed within budget while respondents with a mean of 3.67 (SD=0.86) stated that in moderate amount the church projects are completed as per scheduled scope.

The composite mean of 3.07 (SD=1.07) shows that occasionally the church projects perform within quality levels, time, budget and scope. The study established that in moderate amount the project performs within budget and scope but rarely within time and quality levels. The findings is justified by M Naeni and Salehipour, (2020) who states that performance success criteria are based on verifiable metrics on whether the project has been delivered within budget, time, quality and scope.

4.7. Correlation analysis

The study sought to establish the relationship between the depended variable and independent variables which is the relationship between performance of church projects with independent variables (Data management systems, resource budgeting, assessments of activities and reporting system). The Pearson moment correlation coefficient was used to establish the relationship between the variables. Table 4.12 shows findings of the correlation analysis.

Table 4.12 Correlation analysis

		Correlations				
		Performance of church projects	Data management systems	Resource Budgeting	Assessment of activities	Reporting system
Performance of church projects	Pearson Correlation	1	.83**	.77**	.81**	.71**
	Sig. (2- tailed)		.00	.00	.00	.00
	n	175	175	175	175	175

** . Correlation is significant at the 0.05 level (2-tailed).

Table 4.12 showed that a positive close relationship exists between Data management systems and performance of church projects $r(175) = .83, p = 0.05$. In addition, a positive close relationship exists between resource budgeting and performance of church projects, $r(175) = .77, p = 0.05$. Furthermore, a close positive relationship exists between assessments of activities and performance of church projects, $r(175) = .81, p = 0.05$. Lastly, a close positive relationship exists between reporting system and performance of church projects, $r(175) = .71, p = 0.05$. These findings show that monitoring and evaluation practices have a positive relationship with performance of the church projects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter gives a summary of the main findings of the study obtained in chapter four. It further outlines the conclusion, contribution to the study, recommendations and suggestions of further studies. The findings are summarized according to the themes or objectives of the study.

5.1. Summary of the findings

The first objective of the study was to establish how Data management systems influences performance of church projects. The finding through majority of the respondents showed that their existence of Data management systems in the church projects. It was established that M&E funds are allocated and data collection tools are used in Data management systems to enhance performance while types of indicators and data analysis tools is rarely used in church projects. The study further found that respondents are fully engaged with the development of Data management systems but majority of them disagreed that they do not have enough knowledge for designing the Data management systems. The composite mean of 3.30 (SD=0.88) shows a neutral level of agreement on existence of Data management systems and its use in church projects. The inferential findings based on correlation showed a positive close relationship existing between Data management systems and performance of church projects $r=.83, p<0.05$.

The second objective of the study was to assess how resource budgeting influence performance of church projects. The findings showed that the church projects have resource budgets and they cover wide aspects in the project. The findings further showed that the types of performance controls, resource audits and resource plans are effective in enhancing performance of the church projects. It was established that project committees participate fully in resource controls but occasionally they have sufficient skills and knowledge in conducting resource controls. The composite mean of 3.76 (SD=0.97) shows respondents in moderate amount agreed that resource budgets is used in their projects to enhance performance. The inferential statistics showed a positive close relationship existing between resource budgeting and performance of church projects, $r=.77, p<0.05$.

The third objective of the study was to evaluate how assessments of activities influence performance of church projects. This finding showed majority of the respondents participate in assessments of various activities of the project. The study further established that number of inspections and visits are suitable in enhancing project performance. But occasionally the status meetings and forms of verification's are suitable in enhancing performance of the projects. It further shows that assessment of activities is conducted in need basis. The committee members were found to have the necessary skills and knowledge to make assessments of activities. The composite mean of 3.87 (SD=1.05) shows in a moderate amount assessments of activities is conducted in church projects. The inferential correlation analysis showed a close positive relationship exists between assessments of activities and performance of church projects, $r=.81$, $p=0.05$

The fourth objective of the study was to establish how reporting system influences the performance of church projects. The general findings show that information is majorly shared twice per month using written reports which is highly shared to the church faithful's. The findings further outline that the number of reports, the type of audiences and timing of reports are important in enhancing performance of the church projects. But the study established that means of disseminating information rarely contributes to performance of the church projects. Therefore, it was found that the information obtained from the M&E process is useful in enhancing performance of the church projects. The composite mean of 3.63 (SD=1.01) shows that reporting systems in a moderate amount is useful in enhancing performance of church projects. The inferential correlation showed a close positive relationship exists between reporting system and performance of church projects, $r=.71$, $p=0.05$.

5.2. Conclusion

The conclusion based on the objective to establish the influence of Data management systems on performance of church projects was that; church projects committees are fully engaged with the development of Data management systems but do not have enough knowledge for designing the Data management systems. Furthermore, a positive close relationship exists between Data management systems and performance of church projects. The conclusion based on the objective to assess how resource budgeting influence performance of church projects was that; church projects have resource budgets and they cover wide aspects in the project. Furthermore, the types of performance controls, resource audits and resource plans are effective in enhancing performance of the church projects. A positive close relationship was found existing between resource budgeting and performance of church projects.

The conclusion based on the objective to evaluate how assessments of activities influence performance of church projects was that; project committee participates in assessments of various activities of the project and the number of inspections and visits are suitable in enhancing project performance. A close positive relationship was found to exist between assessments of activities and performance of church projects. The conclusion based on the objective of the study to establish how reporting system influences the performance of church projects was that information is majorly shared twice per month using written reports to the church faithful's. The study concludes that the number of reports, types of audiences and timing of reports are important in enhancing performance of the church projects. Therefore, the information obtained from the M&E process is useful in enhancing performance of the church projects and a close positive relationship exists between reporting system and performance of church projects.

5.3. Contribution to body of knowledge

Table 5.1 shows the contribution to the body of knowledge categorized according to the objectives of the study.

Table 5.1 Contribution to the body of knowledge

Objectives:	Main contributions
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To establish how Data management systems influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese. The project committees in churches are fully engaged in the development of Data management systems but lack enough knowledge for designing the Data management systems. A positive close relationship exists between Data management systems and performance of church projects $r=.83, p<0.05$.

To evaluate how assessments of activities influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese The types of performance controls, resource audits and resource plans are effective in enhancing performance of the church projects. A positive close relationship existing between resource budgeting and performance of church projects, $r=.77, p<0.05$.

To assess how resource budgets influence the performance of church projects in Anglican Church of Kenya, Eldoret Diocese. A number of inspections and visits are suitable in enhancing project performance and committee members were found to have the necessary skills and knowledge to make assessments of activities. A close positive relationship exists between assessments of activities and performance of church projects, $r=.81, p=0.05$.

To establish how reporting system influences performance of church projects in Anglican Church of Kenya, Eldoret Diocese. The written reports are highly shared to the church faithful's and the number of reports, type of audiences and timing of reports are important in enhancing performance of the church projects. A close positive relationship exists between reporting system and performance of church projects, $r=.71, p=0.05$.

5.4. Recommendations

The researcher hopes that the scientific data obtained from this study would be significant to a number of stakeholders. Therefore, the study recommends the following to facilitate policy making and practice to the concerned persons.

- i. The church management and leadership should use the findings of this study to formulate suitable church development policies that factors in monitoring and evaluation as a useful ingredient of performance. The church can set policies that make M&E practices be part of development requirements in designing and implementing projects.
- ii. The church committees need to be capacitated with the knowledge and skills of conducting M&E. This will help them conduct M&E of the projects effectively and efficiently thus enhancing project performance. The skills need to be on designing an Data management systems, resource controls and reporting results. This will improve the M&E practice in project management development and delivery.
- iii. Future researchers need to use the findings of the study to sublimate and enrich their scholarly work. Publication of the work will form the basis in which many scholars and learners can access the empirical findings easily and conveniently.

5.5. Suggestions for future studies

The study provides the gaps that can be fulfilled by future studies and researchers. To ascertain the scientific facts of the study other research, need to expand the scope of the study and target population. This means other churches or denominations can be assessed to ascertain the outcomes of the current study. Other aspects of project management can be evaluated in church projects as research gaps and additionally using different methodologies or techniques.

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APPENDIX I: LETTER OF TRANSMITTAL

APPENDIX II: QUESTIONNAIRE

Questionnaire for church development committee members

My name is MIRRIAM ONGARE. Currently I am undertaking a study entitled *Influence of monitoring and evaluation on performance of church projects in Anglican Church of Kenya, Eldoret Diocese* as partial fulfilment in the award of Master of Arts degree in Project Planning and Management of University of Nairobi. I kindly request you to assist me in filling this questionnaire. The information provided will be treated with utmost confidentiality and will only be used for the purpose of this study. Thank you in advance.

Instructions:-

This questionnaire consists of several parts divided according to the variables of the study. Please answer both sections truthfully.

Kindly Tick where appropriate[tick] participants code.

PART I: General information

1. State your gender:

Male []

Female []

2. Indicate your education level

Certificate []

Diploma []

Degree []

Masters []

Others specify_____

3. Indicate the number of years you have been a committee member

0-5 yrs []

6-10 yrs []

Over 11 yrs []

b. State the type of project?

4. a. Have you been trained on monitoring and evaluation?

Yes []

No [] (if no skip to question 6)

b. If yes, how often have you been trained?

Once

Twice

More than twice

None

5. Indicate who conducts monitoring and evaluation in your projects?

The project committees

Church faithful

Diocese Investment committee

Independent consultant

Any other state.....

6. To what extent are you in agreement with the following statements KEY: 1=never, 2=rarely, 3=occasionally, 4=moderate amount, 5=A great deal.

OBJECTIVE 1:						
A. Do you have an Data management systems in place?						Yes (<input type="checkbox"/>)
No (<input type="checkbox"/>)						
No	Statement: Data management systems and performance	1	2	3	4	5
C. 1	Development of types of indicators helps in management of the scope.					
2	The types of data collection tools are useful in improving level of quality					
3	The amount of M&E funds allocated has enabled cost minimization					
4	Data analysis techniques are helpful in providing timely information for budget decisions					
5	The committee have adequate knowledge in designing Data management systems					
6	Project committee are fully engaged in developing the M%E system					

OBJECTIVE 2: Resource budgeting and performance						
<p>A. Do you resource budgets in your project? Yes () No ()</p> <p>B. If Yes, which main area does the resource budgets cover?</p> <p>Performance [] Resource audits [] Staff management [] resource plans []</p>						
No	Statements	1	2	3	4	5
1	The types of performance controls are effective in achieving project time lines					
2	The number of resource audits have enabled the project to cut down its costs					
3	The number of staff engaged have helped in improving level of quality in projects					
4	The forms of resource plans have enabled the project to be completed within budget					
5	The project committee participate fully in resource controls					
6	The project team have sufficient skills and knowledge in conducting resource controls					
OBJECTIVE 3:Assessments of activities and performance						
<p>A. Have you ever participated in assessing activities in the project yes [] No []</p> <p>B. If Yes Which main assessment of activities have you participated?</p> <p>Inspections [] Status meetings [] verification's [] site visits []</p>						
NO.	Statement	1	2	3	4	5
1	The number of inspections conducted have enabled the quality levels to be achieved					
2	Frequency of status meetings have enhanced project to be completed within the required time					
3	The forms of verification's conducted are suitable in managing costs in projects					
4	The number of site visits have enhanced the project to be completed as per the required scope					

5	Project assessments of activities are conducted on need basis only					
6.	The committee have enough knowledge and skills for making assessment of activities					
OBJECTIVE 4: Reporting systems and performance						
<p>A. How frequent do you share your M& E findings in a month? Once [] twice [] thrice [] more than thrice []</p> <p>B. Which media do you use to share the M&E findings? Oral reports [] written reports [] Newsletters [] social media []</p> <p>C. Who are the main audiences for the M&E findings? Faithful's[] clergy [] church leadership [] Government [] all []</p>						
No	Statements	1	2	3	4	5
1	The number of reports have been useful in ensuring project is completed within cost					
2	The type of audience to provide M&E finding has enabled project time lines to be met					
3	The means of disseminating the M&E findings have enabled level of quality in the project					
4	The timing of reports have positively improved completion of projects within required scope					
5	Reports are shared only when need arises					
6	Information from M&E process have been useful in making decisions					
DEPENDENT VARIABLE: PERFORMANCE		1	2	3	4	5
1	The church projects are completed within the required quality levels					
2	The church projects are executed within scheduled completion timings					
3	The church projects are completed within budget					

4	The church projects are completed as per scheduled scope					
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END OF QUESTIONS: THANK YOU

APPENDIX III: INTERVIEW SCHEDULE

The interview will be scheduled for time period 15 to 25 minutes it is provided to the committee members of the investment and property in the diocese level.

- i. What is the contribution of Data management systems on performance of church projects in Anglican Church of Kenya, Eldoret Diocese?
- ii. How does resource controlling influence performance of church projects in Anglican Church of Kenya, Eldoret Diocese?
- iii. How does the assessment of activities influence performance of church projects in Anglican Church of Kenya, Eldoret Diocese?
- iv. What contributions does information sharing have on performance of church projects in Anglican Church of Kenya, Eldoret Diocese?

APPENDIX IV: RESEARCH PERMIT

APPENDIX V: PLAGARISM REPORT