

**DETERMINANTS OF EFFECTIVENESS OF A MONITORING  
AND EVALUATION SYSTEM FOR PROJECTS: A CASE OF  
AMREF KENYA WASH PROGRAMME**

**BY**

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## DECLARATION

This research project report is my original work and has not been submitted to any other institution of learning for examination or an academic award.

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This research project report has been submitted for examination with my approval as the university supervisor.

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## **DEDICATION**

I wish to dedicate this work to my wife Anne, daughter Angeline, and my parents Mr and Mrs Njama.

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I express my sincere gratitude to my supervisor, Dr. Dorothy Kyalo for her guidance during the study. I am also grateful to the lecturers who impacted me with knowledge throughout my coursework. I thank the University of Nairobi for giving me a chance to pursue this course.

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>AMREF:</b>	African Medical and Research Foundation
<b>CLEAR:</b>	Centre for Learning on Evaluation and Results
<b>IFAD:</b>	International Fund for Agriculture Development
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>NGO:</b>	Non-Governmental Organization
<b>NYSPA:</b>	National Youth Situation Analysis Report
<b>OECD:</b>	Organization for Economic Co-operation and Development
<b>OLS:</b>	Ordinary Least Squares
<b>PMBOK:</b>	Project Management Body of Knowledge
<b>RMNCH:</b>	Reproductive, Maternal, Newborn, Adolescent and Child Health
<b>SAMDI:</b>	South African Management Development Institute
<b>UNDP :</b>	United Nations Development Programme
<b>UNICEF:</b>	United Nations Children's Fund
<b>USAID:</b>	United States Agency for International Development
<b>WASH:</b>	Water, Sanitation and Hygiene

## ABSTRACT

Project monitoring and evaluation is an integral part of the project cycle and of good management practice. An effective monitoring and evaluation system is fundamental if the goals of a project are to be achieved. Through setting up proper monitoring and evaluation systems, planning, efficiency and proper funds utilization can be achieved thus enhancing the performance of projects. This study sought to analyze the determinants influencing effectiveness of a monitoring and evaluation system for AMREF Kenya WASH programme. The research was guided by the following objectives; to establish the extent to which availability of funds influences the effectiveness of M&E system, to assess the extent to which stakeholders participation influence the effectiveness of M&E system and to determine the extent to which organization leadership influences the effectiveness of M&E system. The study was guided by the program theory, theory of change and the dynamic capabilities theory. The study adopted a descriptive survey research design in solving the research problem. The study targeted 66 employees of AMREF Kenya working under the WASH programme and in human resources, finance and administration departments. Due to their small number, a census was conducted. The response rate was 88%. The study utilized a questionnaire in collecting primary data. An interview guide was also used to interview key informant persons in the organization who included departmental heads, senior managers, M&E experts and consultants. A pilot test was undertaken where questionnaires were administered to 10 respondents from other programmes to assess the reliability and validity of the data instruments. The instrument's content and construct validity were determined through the help of expert judgment who assessed the instrument and found out it answered the phenomenon under study. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments and was found out to be 0.85 meaning the instruments were reliable. Collected data was edited, sorted, cleaned and coded for data analysis using SPSS statistical package. The findings were analyzed using means, standard deviation, percentages and frequencies then presented using tables. Availability of funds, stakeholders participation and organization leadership were found to have a positive correlation with effectiveness of M&E system with correlation coefficients of 0.489, 0.565 and 0.736 respectively. The level of association between the independent and dependent variables was assessed by estimating a linear regression analysis and the coefficient of determination ( $R^2$ ) was 0.755. The findings further indicated that Amref allocates funds to M&E activities and has a separate allocation for M&E but the funds are not sufficient and the M&E unit is not independent. On stakeholders participation, involvement is mainly on lower level activities but not adequate in higher level activities. Finally, it was established out that organization's leadership greatly influences effectiveness of M&E system. However, majority of the respondents felt that the leaders were not doing enough to support and enhance effectiveness of the M&E system within the organization.

## **CHAPTER ONE**

### **INTRODUCTION**

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

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Many of the processes within project management are iterative in nature partly due to the existence of and the necessity for progressive elaboration in a project throughout the project life cycle. It involves planning, organizing, directing and controlling of organization's resources for a relatively short-term objective that has been established to complete specific goals and objectives. Project management utilizes the systems approach to management (PMBOK, 2001). A project is a set of activities where resources are used in expectation of returns and which lends itself to planning, financing and implementing as a unit. A project has a well-defined sequence of investment and production activities and a specific group of benefits that can be identified, quantified and valued, either socially or monetarily. A project can also be said to be a unique process consisting of a set of coordinated and controlled activities with start and finish dates undertaken to achieve specified objectives that usually conform to specific requirements that include constraints of time, cost and resources (Nyonje, Kyalo & Mulwa, 2015).

Monitoring and evaluation of projects is not only important to projects but it is part and parcel of project design (PMBOK, 2001). Monitoring and evaluation has been used globally over the last several decades as a tool in project management. Project monitoring and evaluation is an integral part of the project cycle and of good management practice (Olive, 2002). Olive observes that monitoring and evaluation is fundamental if the project goals, objectives and success are to be

achieved. M&E improves overall efficiency of project planning, management and implementation. According to UNDP (2002) the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. It helps improve performance and achieve results. Monitoring and evaluation also enable organizations extract relevant information from past and ongoing activities that can be used as the basis for programmatic fine tuning, reorientation and future planning. Without effective monitoring and evaluation, it would be impossible to judge if work is going in the right direction, whether progress and success can be claimed, and how future efforts might be improved (UNDP, 2009).

Monitoring and evaluation of projects activities involves tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan. Monitoring includes status reporting, progress measurement and forecasting. Performance reports provide information on the project's performance with regard to scope, schedule, cost, resources, quality and risk which can be used as inputs to other processes (PMBOK, 2001). World Bank (2011) describes monitoring as the process of regular and systematic collection, analyzing and reporting of information about a project's inputs, activities, outputs, outcomes and impacts. It is a way of improving efficiency and effectiveness of a project by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated resources.

Evaluation is a scientific based appraisal of the strengths and weakness of the project (Hunter, 2009). It is a comparison of the actual results and what was planned or expected. Evaluation is a means of checking efficiency, effectiveness and impact of a project. There are three main types of evaluations: Formative evaluation, which is carried out before the project commences; Process

evaluation carried out when the project is ongoing and Summative evaluation which is carried out after the completion of the project. Evaluation involves: looking at what the project or programme intended to achieve, assessing progress towards what was to be achieved and impact on targets, looking at the effectiveness of the project strategy, efficient use of resources, opportunity costs and sustainability of the project, and the implications to the various stakeholders (Hunter, 2009 and Shapiro, 2011). Evaluation is a systematic and objective assessment of the ongoing or completed projects or programmes in terms of; design, implementation and results in order to judge issues such as project or program relevance, effectiveness, efficiency, impact and sustainability (OECD, 2002).

Monitoring and evaluation of projects is of great importance to various players including project sponsors and it goes further to ensure similar projects are replicated elsewhere and not only revolving around a few areas. Monitoring and to some extent evaluation, fall under the control functions of project management. It provides regular feedback that helps the organization track costs, personnel, implementation time, organization development, economic and financial results and compare what was planned to actual performance (Emmanuel, 2015). Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and involves skill intensive processes (Engela & Ajam, 2010). Building a resulted based M&E system is a requirement for the growing pressure to improving performance which is also one of the requirements by the NGOs and donors to check on the effective use of the donor funds, impact and benefits brought by the projects. Hence, there is a need for the establishment of rules for constructing minimum parameters for monitoring and evaluation of projects that can be used to track progress and effectiveness (Jha, Abhas, Barenstein, Phelps, Pittet and Sena, 2010). Adequate skilled staff and financial resources are vital ingredients in

developing an effective M&E system (Surran, Tunal and Kath, 2003). Failure to ensure a reasonable proportion of resources is spent on this aspect of project management is likely to impede internal learning and result in the poor operation of the M&E system.

Globally, NGOs are currently in the process of reviewing ways in which M&E can achieve greater consistency and effectiveness (World Bank, 2008). According to UNDP (2009), M&E enable NGOs to judge the impact of projects as well as obtain recommendations on how future interventions can be improved. However, one shortcoming of the M&E system on a global perspective is that there are no set standards for measuring its quality (Chaplowe, 2008). It is therefore subjective and relies on the rule of thumb. Although monitoring and evaluation is used mainly for checking the impact of a project as well as establish whether it meets its objectives, it is also a mandatory requirement for most of donor sponsored projects where donors use them to determine effective use of their funds by recipient organizations. According to the national survey of NGOs report (2009), NGOs in Kenya received Kshs 68, 825, 005, 222.00 as funds to various projects in the year 2005/6, from different donors. The Global perspective also shows that 10% to 15% of all aid to development countries is channeled through NGOs (Askari, 2011).

Global fund (2004), acknowledges that monitoring and evaluation is one of the cornerstones of a country's response to fighting HIV and AIDS, TB and Malaria and strengthening health and community systems. It provides the information needed to make evidence-based decisions for program management and improvement, policy formulation and advocacy. According to Wong (2012), M&E ensures that results at levels of impact, outcome, output, process and input can be measured to provide the basis for accountability and informed decision making at both program and policy levels. Actually the Ministry of Finance (MOF) of China which is leading in the world's economic growth expressed the keenness to strengthen mechanisms of monitoring and



evaluation to ensure funds are well-spent (Wong, 2012). M & E has been used extensively by the USA government to measure its performance at various levels (Pfeiffer, 2011).

In Chile, the M & E systems for public organizations were introduced in 1994. M & E systems formulation and setting up was initially tendered and left to external consultants, however, with time the government introduced methodologies and standardized measures for all agencies acting within public domain. Through the set standard measures and technologies, the agencies have been able to adopt better budget analysis and benchmarking of their performance (Rojase, 2005). In his study, Alotaibi (2011) observed that Saudi Arabia lacked an appropriate construction contractor for performance evaluation framework and the identification and exploration criteria and sub-criteria for selection of an evaluation framework. Lack of an M & E framework has a negative effect on the effectiveness of the systems which impedes the success of projects.

In Ghana, despite the numerous government's support for a harmonized monitoring and evaluation system, there have been a myriad of challenges ranging from gross financial mismanagement, lack of adequate operational and technical capacity and lack of coordination between stakeholders and those in charge of projects. To overcome this, there is need to develop better institutional capacities that will help to strengthen the effectiveness of the monitoring and evaluation systems (CLEAR, 2012). Ministry of youth affairs in Kenya highlights that monitoring and evaluation systems have been widely integrated in local youth projects and programs thus highlighting the success of these programs (NYSAP, 2009). Through the information sourced in the course of these projects, the management can be able to make more informed decisions as well as enhance the performance of projects. In regard to the determinants of effective monitoring and evaluation systems in Kenya, there is lack of a standard monitoring and evaluation policy (Bornd, 2013). Bornd alludes that the majority of the baseline systems

adopted are merely guidelines and policies as well as working papers written by different stakeholders. He further highlights that to address this problem, firms should increase resources allocation to M & E systems as well as involve all relevant stakeholders, enhance the capacity of the systems and ensure better communication is established within organizations. Monitoring and evaluation systems are widely hindered by both internal and external pressure and factors that manifest themselves in the project cycle as different stakeholders push for the fulfillment of their agenda (Otieno, 2014).

The major phase in the evolution of M&E in Kenya was the introduction of the Kenya Vision 2030 in 2008, replacing the Economic Recovery Strategy (ERS) as the country's development blueprint. Vision 2030 became the principle driver of development in Kenya and therefore the basis for National Integrated Monitoring and Evaluation System (NIMES) (GoK, 2007). NIMES was established in 2004. It was created to track the implementation of policies, programmes and projects during the Economic Recovery Strategy period, which ended in 2007. One of the problems that NIMES was to address was the inadequate supply of data for planning and policy making, particularly at lower levels (villages, locations, divisions and districts). Also, the data collected at these levels was usually forwarded upwards to respective headquarters and hardly shared vertically with other line ministries and stakeholders or fed back to lower levels. However, during its implementation, NIMES has faced a number of challenges including inadequate resources and capacities for performance tracking, weak M&E culture, weak linkages with other reform programmes, and a lack of timely and reliable data and lack of local training institutions (GoK, 2007). Centrally executed M & E system across government is therefore a relatively recent phenomenon in Kenya, although various projects and programs incorporated notions of M&E since 1980s. A good example was the District Focus for Rural Development

(DFRD) which was introduced in 1983 (GoK, 2007). Formalized M&E system was introduced with the approval of Kenya's Interim Poverty Reduction Strategy Paper (I-PRSP) in August 2000. From 2006 – 2008 performance contracting fell within the results for Kenya Program, which was implemented through the Cabinet Office (GoK, 2012). This program started to introduce service charters and reinforce a message of customer orientation in government. In the then, Ministry of Finance and National Treasury, Public Expenditure Management (PEM) was being reinforced by a number of reforms aimed at improving transparency and accountability. The Government Financial Management Act, 2004 supported Public Expenditure Management by providing a legal framework for managing public finances.

In most cases, the element of effectiveness of M&E systems is not evidently emphasized. There has been growing pressure to improving projects performance and show results in many organizations especially those relying on donor funds. M&E is leaning towards results hence emergence of results based M&E. This study endeavored to delve into the determinants of effectiveness of a monitoring and evaluation system for projects in AMREF Health Africa in Kenya. The variables under study were availability of funds, stakeholders' participation and organization's leadership. The study aimed at determining the extent to which these factors influence the effectiveness of M&E system.

### **1.11 AMREF Health Africa in Kenya**

AMREF Health Africa in Kenya is the country program office of AMREF Health Africa, Africa's largest International Health NGO. This is the largest and oldest country program in Africa with an average annual budget of USD 40 million. AMREF Kenya implements projects

in all counties nationwide and currently has four broad programs. These are: Reproductive, Maternal, Newborn, Adolescent and Child Health (RMNCH); HIV/AIDS, TB and Malaria; Water, Sanitation and Hygiene (WASH); and APHIA plus IMARISHA program. AMREF Health Africa in Kenya believes that the power to transform Kenya lies within the communities. Its vision is lasting health change in Kenya, and the mission is to improve the health of the people in Kenya by partnering with and empowering communities and strengthening health systems. Knowledge is a core product of AMREF Health Africa in Kenya's activities. It implements projects to learn and shares this evidence-based knowledge with others to advocate for change in health policy and practice. Based on the belief that health is a basic human right, AMREF Health Africa in Kenya seeks to empower communities to take control of their health and to establish a vibrant and participatory healthcare system made up of communities, health workers and governments (<https://www.amref.org>).

The area of study for this research will be AMREF Health Africa in Kenya which has implemented successful projects and has been conducting monitoring and evaluation. The study will provide information on the determinants of effectiveness of a monitoring and evaluation system and the corresponding outputs, outcomes and impacts.

## **1.2 Statement of the Problem**

Monitoring and Evaluation is becoming an area of growing importance for many organizations and development community at large. It allows those involved in development activities to learn from experience, to achieve better results and to be more accountable. There is increased interest in M&E among the development community due to a stronger focus on the results produced by interventions. M&E processes allow those involved to assess the impact of a particular activity, determine how it could be done better and show what action is being taken by different

stakeholders. This should translate into a more effective and transparent way of working (World Bank, 2002). In the absence of effective monitoring and evaluation, it would be difficult to know whether the intended results are being achieved as planned, what corrective action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development (World Bank, 2011).

Badly designed and managed monitoring and evaluations can do more harm than good. Misleading results can undermine the effective channeling and use of resources. Establishing international standards for methodological rigor, ethical practice and efficient management processes in monitoring and evaluation is an ongoing challenge. Done well, M&E has the potential to make enormous contributions to development practice and theory. Good M&E can make projects work better, assess the impacts, steer strategy, increase stakeholder ownership, build the capacity of stakeholders to hold program financiers and implementers to account and share learning more widely (Kusek and Rist, 2004). Ensuring the completeness, quality and integrity of M&E systems and processes is vital for reaching accurate and reliable conclusions about what works and what does not work in projects and programs. International standards emphasize the need for impartiality, appropriately skilled experts conducting the process, stakeholders' participation, proper tools and techniques, timeliness, support from the management, adequate funding and identification of appropriate indicators (World Bank, 2011).

An elaborate and effective M & E system is a necessary requirement for the projects and programs to be successful and meet set goals and objectives. With the changing dynamics in the donor community, it is highly improbable for any donor agency to release funds without adequate monitoring and evaluation system and framework being put in place by the beneficiary organizations (Emmanuel, 2015). Many organizations have been carrying out monitoring and

evaluation as a formality just because it is one of the requirements to get funds from donors. In large organizations, M&E activities are considered as part of ordinary projects' activities. It is not allocated autonomy and resources it deserves to ensure its effectiveness. AMREF Health Africa in Kenya projects are unique dealing with sensitive and delicate matter of health and such an organization will experience major hurdles in execution of monitoring and evaluation. The three independent variables discussed in this study, namely; availability of funds, stakeholders' participation and organization's leadership, had a high propensity of influencing effectiveness of monitoring and evaluation systems. There are limited studies on the factors determining effectiveness of monitoring and evaluation systems especially in large donor funded organizations such as AMREF Health Africa. Thus, this study sought to fill the gap by undertaking a study on the determinants of effectiveness of a monitoring and evaluation system for projects. The study aims at establishing the extent to which availability of funds, stakeholders' participation and organization leadership influence effectiveness of M & E system.

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

The purpose of this study was to establish the determinants of the effectiveness of a monitoring and evaluation system for projects: A case of AMREF Kenya WASH programme.

### **1.4 Research Objectives**

1. To establish the extent to which availability of funds influences the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme.
2. To assess the extent to which stakeholders' participation influence the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme
3. To determine the extent to which organization's leadership influences the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme

## **1.5 Research Questions**

1. To what extent does availability of funds influence the effectiveness of M&E system for AMREF Kenya WASH programme?
2. To what extent does stakeholders' participation influence the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme?
3. To what extent does organization's leadership influence the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme?

## **1.6 Significance of the Study**

This study might particularly help NGOs, private and public organizations staff, donor agencies and project managers in better understanding of the M&E systems and how to improve them to be able to better monitor and evaluate and also meet the expectations of the stakeholders, as well as provide valuable information for future interventions. It may inform policies towards setting up of monitoring and evaluation systems, and show how M&E can be used as a powerful management tool to improve the way organizations and stakeholders can achieve greater accountability and transparency. The study may therefore, be beneficial to NGOs, donor agencies, project managers, and project management students who are involved in the designing and implementation of result-based and effective M & E systems.

Findings may be used for organizational learning and improve projects planning, implementation, and management. It might enable the project managers and other staff to understand and appreciate the ever-changing environment. The result of this study may be adopted by any government realistically to plan and formulate its projects policies that are geared

to improving the overall performance. It may further give a deeper insight to those who are charged with M & E to effectively implement the required processes.

The academicians, policy planners, and researchers might also benefit by getting new areas of study and improvements. Overall, the study recommendations might improve effectiveness of monitoring and evaluation in projects and programmes and provide comprehensive guidance on how to set up and implement a monitoring and evaluation system by avoiding the pitfalls that may lead to its failure. The study also identified areas related to M&E field that might require more research, hence a basis for further research.

### **1.7 Limitations of the Study**

The research was limited contextually to the aspects that determine the effectiveness of monitoring and evaluation systems. This might have limited the scope of the aspects that the researcher could have assessed in relation to their influence on monitoring and evaluation systems. The research was further limited geographically to AMREF Health Africa in Kenya only. This might have impeded the number and variability of the respondents that the study could have targeted.

Some respondents were unavailable and others didn't have enough time to give required information due to their busy schedule which hindered effective data collection and findings. However, the researcher addressed this problem by making a follow-up to allow them respond at their most convenient time.



Data collection, analysis and other activities during the study required huge financial outlays largely due unforeseen activities which were not budgeted and this may have impeded the effectiveness of the study.

Lastly, the research might have been limited by aspects of confidentiality and availability of the respondents. The researcher observed that some respondents were unwilling to avail their feedback due to fear of victimization from their superiors. To some extent, some of the respondents might have been unwilling to participate in the study or be time barred.

### **1.8 Delimitations of the Study**

The study focused on establishing how availability of funds, stakeholders' participation and organization leadership affect the effectiveness of monitoring and evaluation system for projects. The study was carried out at AMREF Health Africa in Kenya. Focus was on the organization's WASH programme. The study was limited on seeking the answers to research questions. Basically, the study was trying to identify the determinants of an effective monitoring and evaluation system and establish key system features that support it.

### **1.9 Assumptions of the Study**

The researcher assumed that the sample was a representative of the population and the respondents would be available and answer questions honestly and correctly. That the organization and respondents would cooperate and share information on their M&E systems, operations and projects by answering the questions correctly and accurately. This study also assumed that the respondents had a good understanding of the determinants of the effectiveness of a monitoring and evaluation system. There was also an assumption that the data collection instruments and method were the most appropriate and measured the desired constructs.

## 1.10 Definition of Significant Terms used in the Study

### **Effectiveness of Monitoring**

**and Evaluation System:** The measure or the ability of M&E system to meet its intended or set objectives. It is the ability of the system to produce expected and relevant findings or results.

**Evaluation:** Evaluation is the episodic or periodic assessment, usually midterm of an ongoing project and after completion of a project to determine its actual impact against the expected impact, efficiency, sustainability and effectiveness

**Monitoring:** Monitoring is the routine continuous tracking of the key elements of the project implementation process, inputs activities and outputs through methods like record keeping and regular reporting.

**Organization leadership:** These are individuals tasked with making key decisions and policies in an organization. These include directors, senior managers, departmental managers, line managers etc.

**Stakeholders' participation:** The process where organizations involve people who may be affected by decisions it makes or can influence the implementation of its projects.

## **1.11 Organization of the Study**

Chapter one outlines the background of the study and the statement of the problem. The chapter further outlines the objectives and research questions that guided the study then significance of the study. Lastly, the chapter states the limitations, delimitations and assumptions of the study.

Chapter two outlines the theoretical underpinnings of the study as well as the review of all the literature that is relevant to the study variables as well as a summary of the research gaps from all the reviewed materials. The chapter also contains the conceptual framework which outlines the association between the study variables. Finally, the research gap is discussed.

Chapter three outlines the study methodology that was followed in the course of answering the research questions. The chapter specifically outlines the research design and sampling techniques that was adopted, the target population, the data collection instruments and procedures as well as the data analysis methods adopted. The chapter finally describes the ethical considerations, reliability and validity tests that were observed.

Chapter four is on the analysis of the data collected from the field. Data was analyzed using means, standard deviation, percentages and frequencies. The analyzed data was presented in tables. Further the chapter has interpretation of the findings in write up to explain the tables.

Chapter five finally describes the summaries of findings with regard to the objectives of the study. Main findings are discussed at length with linkages to existing knowledge. The chapter finally has a conclusion of the study and suggests possible recommendation of the study problem.

## **LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews all the literature related to the study variables. The chapter will review the concept of effectiveness of monitoring and evaluation system for projects and discuss the independent variables (availability of funds, stakeholders' participation and organization's leadership) and how they determine effectiveness of monitoring and evaluation system for projects. The chapter also outlines the theories that anchor the study. Finally, the chapter will offer a graphical representation of the association between independent and dependent variables in the form of a conceptual framework.

### **2.2 Concept of Effectiveness of Monitoring and Evaluation System for Projects**

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 1997). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, (2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation should offer comprehensive and relevant data that will support decision making (Jody and Ray, 2004). Project evaluation serves various purposes; first, to inform decisions for project

improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel (Mulwa, 2008). Secondly, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further, evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result. Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taken into account (Spaulding, 2014). Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in contemporary world where organizations are leaning towards knowledge management in project management (Calder, 2013). Lastly through evaluations, project managers are able to assess how projects fared in terms of meeting the budgetary limits as well as in terms of efficiency (Spaulding, 2014).

A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (SAMDI, 2007). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life (Nyonje, Kyalo and Mulwa, 2015).

Key aspects of monitoring and evaluation are the setting up of the system, implementing the system, involving all stakeholders and communicating the results of the monitoring and

evaluation process. A monitoring and evaluation system should be as relevant as possible to the organization to ensure its reliability and independence (Gaarder & Briceño, 2010). An effective M & E system should be able to offer conclusive information that can effectively be utilized towards better project success. Through the system, any stakeholder should be able to identify the potential benefits of the project, ways of enhancing screening and tracking of the project as well as offer an outline of the successes, challenges and opportunities for future projects undertakings (Briceno, 2010).

In order to foster the support of the employees, an effective monitoring and evaluation system should seek to enhance communication and interaction among the personnel which will help to build up teamwork within the project. Similarly, the involvement of the project stakeholders should not be downplayed as these are the people who own and are directly affected by the project successes and impacts (Blackstock, Kelly, & Horsey, 2007).

Effectiveness of the M&E system focuses on expected and achieved accomplishments, processes, examining the results chain, contextual factors and causality, in order to understand achievements or the lack of achievement. Objectives of a development project should be consistent with the requirements of beneficiaries and organization's strategies, and also the extent to which they are responsive to the organization's corporate plan and human development priorities such as empowerment and gender equality. Development initiatives and their intended outputs and outcomes should also be consistent with national and local policies and priorities (Kusek and Rist, 2004). Monitoring and evaluation activities enable the stakeholders determine whether the body undertaking project implementation has adequate legal and technical mandate to implement projects on their behalf (Kimenyi, 2005). Post completion assessment is done to correlate between plans and real impact of the project. Evaluation looks at what the project

managers planned, their accomplishments so far and how they achieved them. This can be done at the early stages of the project life or at the end of the implementation (Mulwa, 2007).

Resources allocated to projects should be used economically since they are limited. When running a project and are concerned about its replicability or about going to scale, then it is very important to get the efficiency element right. Use of monitoring and evaluation system is therefore a basis for evaluating the effectiveness of project delivery processes (Naoum, 1991 and Ling & Chan, 2002). They describe monitoring and evaluation system as the assessment of project success and use objective factors, including time, cost and quality objectives, and subjective factors, which are concerned with the assessment of stakeholders' satisfaction. Successful project managers diligently and regularly review progress against the schedule, budget and quality elements of the project. Regular reviews allow problems to be identified early so that corrective action can be taken to keep the project on track. The reviews can provide a clear and adequate provision for monitoring and evaluation events. A monitoring and evaluation budget should be delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running (Mackay, 2007). Efficiency of project planning improves overall monitoring and evaluation of projects, management and implementation with the sole aim of having an impact on the socio-political and economic status of the community. Project information should be obtained in an orderly and sequential manner as the project is on-going. Monitoring is done in accordance to the prior set targets and its activities are predetermined during the planning phase. These activities ensure that everything is on track and will enable the project team detect early enough when deviations occur. If monitoring is conducted as expected, it is a very important management tool that acts as a basis for project evaluation since through it, sufficiency and adequacy of available resources is determined.

Basically, project monitoring involves a systematic and continuous assessment of how the project is being implemented against initially set plans, activities, and other deliverables (Mulwa, & Nguluu, 2003).

It is important to ensure project sustainability and for this to be achieved, three essential dimensions must be considered; Project, institutional and environmental sustainability and also household and community resilience. Institutional sustainability is where functional institutions will be self-sustaining after the project ends. Household and community resilience focuses on resilient communities which are readily able to anticipate and adapt to change through clear decision-making processes, collaboration, and management of resources internal and external to the community. Environmental sustainability considers that an environmentally sustainable system must maintain a stable resource base, avoid over exploitation of renewable resources and preserve biodiversity and structural change where the structural dimensions of poverty are addressed through the empowerment of the poor and marginalized rural households (Cooke, Bill, & Uma, 2001). Other factors, such as external policies and institutional context, will also have a direct influence on project monitoring and evaluation, but are typically outside project control (IFRC, 2011). For example, the sustainability of community based projects-supported interventions is likely to be compromised in areas characterized by weak institutions, lack of markets, lack of income-generating opportunities, or in fragile states experiencing civil conflicts. (World Bank, 1980).

Projects must systematically identify, analyze and respond to risks in a way that ensures continuation of project benefits after completion (Gusfield, 1975). Projects should seek ways to strengthen the capacity of individuals, households, communities, formal and informal institutions that will help them cope with future shocks (IFAD, 2005a). Projects should cause 'no harm' to



the environment and should meet the needs of the present generation without compromising the ability of future generations to meet their own needs (IFAD, 2005).

Monitoring and evaluation helps to determine and measure the impact of an intervention. Impact refers to the direct or indirect, intended or unintended positive or negative changes produced by a development intervention. Measuring the impact involves ascertaining the effects of an activity on economic, social, environmental and other development indicators. Assessment of impact is important because it generates useful information for decision-making process and supports accountability for delivery of results.

### **2.3 Availability of Funds and Effectiveness of a Monitoring and Evaluation System**

The project budget should provide a clear and adequate provision for monitoring and evaluation activities. The M&E budgetary allocation should clearly be delineated from the main project budget so that M&E unit is accorded some autonomy in utilization of its resources (Gyorkos, 2003). M&E budget should be about 5 to 10 percent of total projects' budget which will give the M&E unit adequate resources to ensure its effectiveness (Kelly and Magongo, 2004). However, according to Gitonga (2012), there is no specific percentage to be allocated for M&E but normally varies between 2.5% and 10% depending with the overall budget and the project. Gitonga further states that the more participatory M&E is, the higher its budget. Frankel and Gage (2007) concur with Gitonga by stating that there is no set formula for proportion of project's budget to be allocated to M&E. Most donors and organizations recommend between 3 to 10 percent of the project's budget. The general rule of thumb is that the M&E budget should not be too little as to affect the accuracy and credibility of results and neither should it consume much resources to the extent of interfering with other projects activities. M&E activities and

their cost should be estimated and properly be planned for to ensure funds needed are sufficiently allocated. This should be done at the project design stage so that funds are allocated specifically to M&E and are available to implement M&E tasks (Chaplowe, 2008). Resources allocation should be undertaken within organizations towards their monitoring and evaluation system in a controlled manner to ensure that this does not pose a challenge to the implementation of their strategy (Mugambi and Kanda, 2013). This moreso should be assessed keenly for donor-funded programs where the availability of funds is not under the organization's control. Lack of adequate resources is an impediment to the success of the system and process and organizations should ensure they have set aside sufficient funds to support monitoring and evaluation activities (Gwadoya, 2011). Oluoch (2012) also observes that lack of sufficient funds hinders performance of the monitoring and evaluation systems.

In some organizations, there are no funds specifically allocated for M&E despite having sufficient funds for the projects. This has led to poor performance of the M&E system leading to poor performance and failure of projects (Chaplowe, 2008). In a study by Mushori (2015) on determinants of effective M&E of county government projects, he noted that M&E is usually budgeted for but there is no specific allocation for its activities. Barasa (2014) in his study observed that inclusion of M&E budget in the strategic plan is crucial and some projects had stalled or performed poorly due to underfunding. He also notes that a budget should be all-inclusive taking into account all cost and expenses likely to be incurred. Financial availability is key to implementing and operating a strong and effective monitoring and evaluation system. IFAD (2002) observes that most developing countries are being faced with the challenge of implementing a sound monitoring and evaluation due to lack of control on their financial resources. Therefore, the donors need to put more emphasis on the establishment of sound monitoring and evaluation systems through factoring

this in the funding (World Bank, 2002). This is the only way to ensure that projects achieve set goals and have lasting and sustainable impacts on the beneficiaries.

Public Finance Management Reform Coordinating Unit Ministry of Finance Kenya (PFMR, 2008), explains many different kinds of tracking systems as part of the government management toolkits. Every government needs the three legged stool of good human resource systems, financial systems, and accountability systems. But they also need good feedback systems. A results-based monitoring and evaluation system is essentially a special public management tool governments can use to measure and evaluate outcomes, and then feed this information back into the ongoing processes of governing and decision making Cabinet. It further addresses the credible answers to the accountability concerns of stakeholders, give public sector managers information on progress toward achieving stated targets and goals, and provide substantial evidence as the basis for any necessary mid-course corrections in monitoring and evaluation policies.

#### **2.4 Stakeholder Participation and Effectiveness of a Monitoring and Evaluation System**

Stakeholders in M&E are those people who have a stake in the projects and programmes. They are persons who take decisions using the M&E data and findings. These include; the community whose situation the programme seeks to change; project field staff who implement activities; programme managers who oversee programme implementation; funders and other decision-makers who decide the course of action related to the programme; supporters, critics and other stakeholders who influence the programme environment (Davies, 1998).

The growing interest within the international aid community in participatory approaches to development programming emanates from lessons learnt in the past (Aubel, 1999). It was found

that participation of the programme stakeholders, central level decision makers, local level implementers, and communities affected by the programme, in programme design, implementation, monitoring and evaluation, improves programme quality and helps address local development needs. It increases the sense of national and local ownership of programme activities and ultimately promotes the likelihood that the programme activities and their impact would be sustainable. However, exactly what programme stakeholders are involved in M&E varies according to the purpose of M&E and the general institutional receptiveness to the use of participatory approaches. In each instance, programme managers must decide which group of stakeholders should be involved, to what extent and how (UNDP, 1997). The extent of stakeholder participation in evaluation, however, depends on the evaluation questions and circumstances. Participatory evaluations are particularly useful when there are questions about implementation difficulties or programme effects on different stakeholders or when information is wanted on stakeholders' knowledge of programme goals or their view of progress. The use of stakeholders in assessments is not undisputed, however, some authors question how far stakeholders can be trusted to correctly assess the complex environment in which they are immersed, to reach consensus and how tendencies towards self-interest can be tackled (Hacking and Guthrie, 2006; Coglianese, 1999). A general problem concerning stakeholder participation processes is that these tend to quickly lead to a unique solution to a complex problem that is difficult to scale-up or apply in other contexts.

The level to which different partners and stakeholders are involved at different steps in the process will vary (UNDP, 2002). Some need only be informed of the process while it would be important for others to be involved in a decision-making capacity. Because M&E has important capacity development and learning dimensions, decisions about who is involved and to what

degree will impact upon the results. In general, the greater the level of involvement the more likely it is that evaluative knowledge will be used. It is important to note that greater participation of partners or stakeholders or both often implies greater costs and sometimes can lead to a reduction in effectiveness and efficiency. Nevertheless, by strategically involving stakeholders and partners, participatory M&E can positively influence the degree of ownership of the results and sustainability. Partnering closely with key stakeholders throughout the M&E process promotes shared knowledge creation and learning, helps transfer skills, and development of capacity (UNDP, 2002). The stakeholders also provide valuable feedback that can be used to improve performance and learning. In this way, good practices at the heart of monitoring and evaluation are continually reinforced, making a positive contribution to the overall effectiveness of development. Participation depends on the evaluation questions and circumstances. Participatory M&E is particularly useful when there are questions about implementation difficulties or programme effects on different stakeholders (Hacking, 2006).

A key feature of the process of monitoring and evaluation is the identifying of the key participants or stakeholders who have a vested interest in the process (Patton, 2008). Those with a direct or indirect interest in the program implementation are essential in ensuring the success of a monitoring and evaluation system (Phillips, 2009). Through engaging stakeholders, there will be acceptability and reliance in the results of the monitoring and evaluation process. The entire process of monitoring and evaluation relies on the analysis of those who are particularly interested in the results of the process; thus it would be prudent to work in tandem with the beneficiaries (Bamberger, 2009). This is important especially for projects that are highly dynamic, which leaves the main stakeholders as the ideal ones in tackling any shortcomings or change in situations. However, too much stakeholder involvement could crowd out the

independence of the unit due to enormous pressure or stakeholders dominating the process to meet their goals (Patton, 2008). A study by Askari (2014) established that stakeholders' involvement in M&E is very crucial but too much involvement could lead to undue influence on the process.

Stakeholders will be more concerned with the monitoring and evaluation process if they are involved from the beginning (Njoki, 2008). Thus through the involvement of stakeholders, there will be unanimous support for the process. The information that is collected by the monitoring and evaluation exercise can only be credible and reliable if it will in the end meet both the needs of the program and those of the stakeholders (Otieno, 2012). Thus, it is highly important to work with those in need of the monitoring and evaluation information to ensure its relevance. Furthermore, the involvement of the management in the operations of a monitoring and evaluation system impedes the effectiveness of the system (Wanjiru, 2013). This occurs mostly where the management involvement is widely low or highly suppressive. Excessive pressure by stakeholders will make it hard for the monitoring and evaluation systems to meet their objectives (Oluoch, 2012).

A study by Thayer and Fine (2001) in the United States of America involving 140 non-profit organizations found that selection of monitoring tools was the most popular purpose for conducting recently completed, as well as current, evaluation and there can be little doubt regarding the value of focusing on results and benefits to participants. A number of studies have addressed the changing trends and focus in monitoring and evaluation performance measurement in project management (Carman, 2007). The evolution of trends in monitoring and evaluation from focusing on financial accountability, programme outputs, quality of service, participant-related measures, key performance indicators and client satisfaction to the more recent trend to measure achievement project outcomes (Plantz, Greenaway and Hendrick, 1997).

Hanik (2011) from UNDP and Shah (2007) from World Bank argue that Indonesia has continued to undertake major reforms since the 1998 economic crisis. These reforms have taken place in a highly challenging environment, where the number and type of stakeholders have become more complex triggered particularly by Indonesia's newly decentralized government structure. Reforms in planning, budgeting, financial management and reporting systems of the central and local governments include issue of the state finance, treasury and audit laws.

## **2.5 Organizational Leadership and Effectiveness of a Monitoring and Evaluation System**

Organizational leadership is increasingly being regarded as a salient theme on the effectiveness of monitoring and evaluation. The organization's leaders should support and be involved in the M&E activities for the process to be effective and successful. Project managers should be involved directly but the organization senior management involvement should be indirect. Infact, they should carry out some monitoring activities as part of their overall work and from time to time monitor and evaluate their operations. Management involvement enhances the credibility of the M&E process and ensures increased acceptance of the findings (Khan, 2003).

The management plays a big role in allocation of resources, designing the system, communication of results and making key decisions which affect projects and monitoring and evaluation activities. Their commitment to the implementation of monitoring and evaluation system is paramount. It is through this that they will ensure that adequate funds and other resources are allocated to M&E. If there is no goodwill and support from organization's management, then the M&E system will perform poorly leading to ineffectiveness (World Bank, 2011).

The organization's leaders involvement in implementation and throughout the project or program cycle ensures ownership, learning and sustainability of results and creates effective communication, mobilization of resources to fill gaps. This also ensures use of information obtained and lessons learnt in future interventions and in decision making (Chaplowe, 2008). An effective M&E system should be able to provide information for short and long term decisions and planning (CARE 2012). Results from M&E should be used to improve the project strategy and operations. Project progress and problems must be shared with all relevant stakeholders to enable learn and find solutions together. In her study, Wanjiru (2013) observed that the role of leaders in M&E is very important in ensuring the process is effective and successful. The management should utilize information from M&E in decision making. They should act promptly to project demands and improvements. Reports to funding agencies need to balance the success and mistakes, and above all, be analytical and action-oriented.

Communication of information and results is the responsibility of the senior management with the support of project managers (Nyonje, Kyalo & Mulwa, 2015). The M&E process should be committed to improving the lateral linkages among project and programme staff, including feedback processes, for learning purposes. Analysis of the existing or possible linkages across programmes and projects should be as critical, objective and exhaustive as possible. Managers, including at the senior level, must be involved in the entire process (Hunter, 2009).

Organizational leadership in building M & E systems involves ensuring that strategic policy frameworks exist and are combined with effective oversight, coalition-building, regulation, attention to system design and accountability. The need for greater accountability arises both from increased funding and a growing demand to demonstrate results. Accountability is therefore an intrinsic aspect of governance that concerns the management of relationships between various



stakeholders in NGOs, including individuals, households, communities, firms, governments, nongovernmental organizations, private firms and other entities that have the responsibility to finance, monitor, deliver and use health services (Bloom, Standing, & Joshi, 2006).

Furthermore, the credibility of findings and assessments depends to a large extent on the manner in which monitoring and evaluation is conducted in the community based projects (Ben, 2002). Good leadership focuses on results and follow-up (UNDP, 2000). It looks for what is going well and what is not progressing in terms of progress towards intended results (Pfohl, 1986). It then records this in reports, makes recommendations and follows-up with decisions and action. Good and effective monitoring and evaluation depends to a large extent on proper and appropriate design (Ben, 2002). If a project is poorly designed or based on faulty assumptions, even the best monitoring or evaluation is unlikely to ensure its success. Particularly important is the design of a realistic results chain of outcome, outputs and activities (UNDP, 1997). Organizations should avoid using M&E for correcting recurring problems that need permanent solutions. Good monitoring requires regular visits that focus on results and follow-up to verify and validate progress.

Koffi-Tessio (2002) did a study on Efficacy and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group in Burkina Faso, Mauritania, Rwanda and Mozambique. The findings showed that M&E systems are not meeting their obligatory requirements as decision making tools by the management. Instead their activities are viewed as controlling by a bureaucratic management. The poor acquisition of the appropriate M&E systems by NGOs is also attributed to the organizations leadership overemphasis on the physical infrastructure such as computer equipment rather than methodological and conceptual training. Information and data can be collected and analyzed at any and all levels to provide feedback at

many points in time. In this way, the information can be used to better inform key decision makers, the general public, and other stakeholders. Monitoring and evaluation can and should be evident throughout the life cycle of a project, program, or policy, as well as after completion. M&E with its continuing streams of data and feedback has added value at every stage from design through implementation to impact.

## **2.6 Theoretical Review**

The study was based on Program Theory, Theory of Change and Dynamic Capabilities Theory. The theories were explained below.

### **2.6.1 Program Theory**

Program theory of evaluation has grown in use over the past decade. It assesses whether a program is designed in such a way that it can achieve its intended outcomes. The program theory is a guidance theory in the evaluation of projects as it shows the capacity of the program to attend to specific problems that need to be reviewed within projects. It further offers guidance on what areas need to be emphasized on during the evaluation process (Donaldson, 2012).

The use of program theory presents the advantage of offering information that could lead to additional explanations regarding the problem, the solutions and the alternate actions to be carried out in order to obtain the intended results. Further, it can be used to enhance decision making and expand conceptions of solutions to any project problems (McClintock, 1990). However, this theory is limited by its approaches as it requires excessive reliance on a collection of data to guide in the evaluation process, and this may be costly for projects that are working under tight budgetary allocations.

### **2.6.2 Theory of Change**

Theory of change when applied to social change processes represents a thinking action alternative to other more rigid planning approaches and logics. A theory of change defines pieces and steps necessary to bring about a long term goal. It also describes the types of interventions that bring about results hoped to or expected (Perls, 2005).

Theory of Change consists of a set of assumptions and abstract projections regarding how stakeholders believe reality could be untold in the future. This is based on a realistic analysis of current context, self-assessment about their capabilities of process facilitation and a crucial and explicit review of the study, assumptions of community involvement in monitoring and evaluation and a process that helps monitor consciously and critically individuals and also collective way of thinking (Rogers, 2008).

This theory helps to describe how altercations may occur within different stages of a project without any sure prediction being made. It further highlights how these changes can be altered through strategic intervention measures. This theory was key to the study as it enables project team and stakeholders to focus energy on specific future realities that are fundamental to the success of the project aspects.

### **2.6.3 Dynamic Capabilities Theory**

Dynamic capability is the firm's ability to integrate, build upon and reconfigure internal and external organizational resources and functional competencies to deal with the environment which is constantly evolving (Teece, Pisano and Shuen, 1997). It is a firm's behavioral orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing

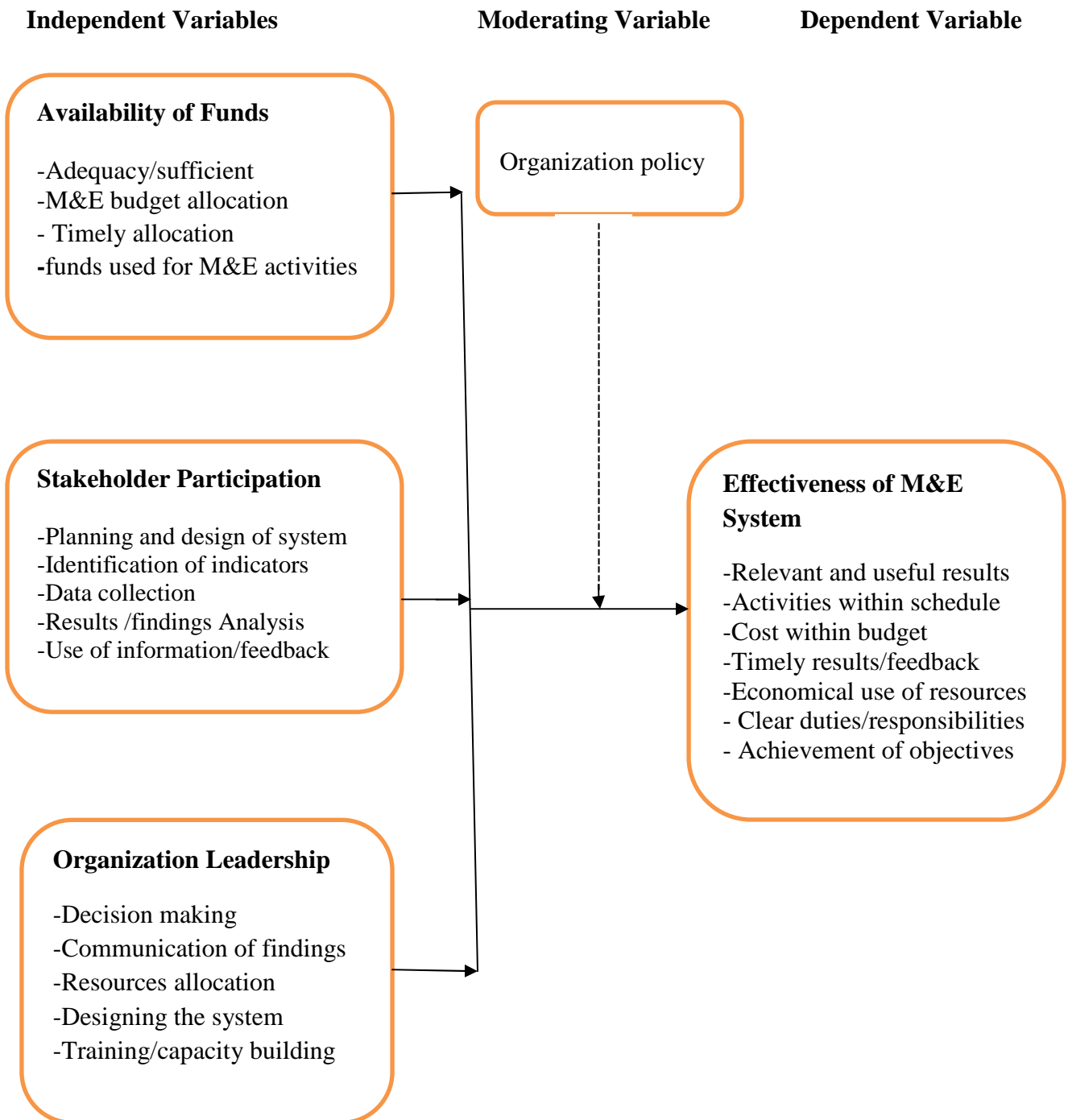
environment to attain and sustain competitive advantages (Wang and Ahmed (2007); Teece et al., 1997). Dynamic capability is the firm's potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource base (Barreto, 2010). Given the mixed use and interpretation of terminologies, the definitional issues of dynamic capabilities, attempt to reconcile the concept of dynamic capabilities by intrinsically linking it to market dynamism (Wang et al., 2007).

Building dynamic capabilities relates especially to the environmental and technological sensing apparatus that the firm has established, the choice of organizational form and the ability to strategize. Companies with strong strategic positions have more options and a higher probability of success in times of turmoil. This is because the returns of market leaders are not only higher than those of market followers, they are also more stable. This theory will be of importance to this study in anchoring how the organization is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation. Further, this theory helped conceptualize how the organization dealt with external issues such as regulatory and compliance in enhancing its M&E systems.

## **2.7 Conceptual Framework**

A conceptual framework elaborates a research problem and summarizes the variables and their indicators in relation to the study objectives and reviewed literature. The framework is summarized in a schematic diagram that presents the variables and their hypothesized relationship. It shows the relationship of the variables under study and helps to keep the research work focused on the objectives of the study. In this study the independent variables are availability of funds, stakeholder's participation and organization's leadership. The dependent

variable is effectiveness of a monitoring and evaluation system for projects while organization's policy is the moderating variable.



**Figure 1: Conceptual Framework**

### **2.7.1 Interpretation of the Conceptual Framework**

The conceptual framework shows the relationship between the three independent variables and the dependent variable. The study sought to establish the extent to which availability of funds, stakeholders' participation and organization leadership influence the effectiveness of a monitoring and evaluation system. The framework also indicates the indicators to be used to measure the variables.

Funds should be available to ensure M&E activities are carried out. The funds should be adequate. The budgetary allocation to monitoring and evaluation should clearly be delineated from the main project budget so that M&E unit is accorded some autonomy in the utilization of its resources (Gyorkos, 2003). The allocation should be timely to ensure activities are carried out as scheduled. Stakeholder participation plays a major role in effectiveness of an M&E system since people who may be affected by activities, outputs outcomes and decisions made about a project or can influence the implementation and operations of a project and the M&E process. Stakeholders will be more concerned with the M&E process if they are involved from the beginning and throughout the process. Thus, through the involvement of all relevant stakeholders, there will be unanimous support for the process and ownership of findings. Organization's leadership is very important in ensuring effectiveness of an M&E system. The management plays a big role in allocation of resources, designing of the system, communication of results and making other key decision which affects M&E and projects' activities. Their commitment to the implementation and operation of M&E system is paramount.

## 2.8 Research Gap

Concern about absence of effective monitoring and evaluation in regard to factors such as stakeholders' participation, availability of funds and organizational leadership means that there is a high likelihood of influence by these factors on the effectiveness of the system and process. Evidence from literature point out that in Sub-Saharan Africa substantial M&E achievements on the ground are rare (Mackay, 2007; UNICEF, 2009). Most studies done in Kenya focus on specific projects or specific areas and therefore makes it difficult to generalize to large organizations' projects and this study attempts to fill the gap. The three independent variables had high propensity of influencing effectiveness of monitoring and evaluation systems in AMREF Health Africa in Kenya. The study will therefore focus on establishing this influence and try to give an insight, hence the reason for undertaking this research.

**Table 2.1: Research Gap**

<b>Variables</b>	<b>Indicators</b>	<b>Author (year)</b>	<b>Title of study</b>	<b>Findings</b>	<b>Knowledge gap</b>
Availability of funds	-Adequacy/ sufficient -Budget allocation -Timely allocation -Funds used for M&E activities	Mushori (2015)	-Determinants of effective M&E of county government funded infrastructural development projects, Nakuru East constituency, Nakuru County, Kenya	-It was established that the budgetary allocation had a high influence on project completion.  -M&E was budgeted for but there was no specific allocation	-Study did not establish whether M&E budgetary decisions and utilization of funds are independent.  -Didn't establish whether funds allocated for M&E are used only for M&E activities.

		Barasa (2014)	Influence of M&E tools on project completion in Kenya: a case of constituency development fund projects in Kakamega County, Kenya	-Inclusion of budget in the strategic plan was crucial. - Projects had stalled due to underfunding. - A budget should be all-inclusive and go beyond bill of quantities	The study focused on Budget influence on the level of project completion but not directly on M&E. -Budget was studied as a tool and not an input in project or resource in projects and m&e activities
		PFMR (2008)	Allocation of M&E budget to Government Projects	A results-based monitoring and evaluation system is essentially a special public tool governments can use to measure and evaluate outcomes	The study focused on financial control tools used in government projects and not NGO's
Stakeholders' Participation	-Planning and design of system -Identification of indicators -Data collection -Results /findings Analysis -Use of information/ feedback	Askari (2014)	Factors influencing effective implementation of M&E practices in donor funded Projects in Kenya. A case of Turkana district	-Stakeholders are involved in M&E -Too much stakeholders' involvement could lead to undue influence on the process -Participation reflects the community needs and stimulate people's interest in implementation of M&E.	-The study didn't establish the extent and level of stakeholders' participation. i.e. whether participation is throughout the process and in lower and higher level activities.



		Hacking(2006)	The involvement of stakeholder participation in M&E system	<p>Participation depends on the evaluation questions and circumstances</p> <p>- Participatory M&amp;E is particularly useful when there are questions about implementation difficulties or programme effects on different stakeholders</p> <p>-Participation of the programme stakeholders improves programme quality and helps address local development needs.</p>	The study didn't establish the extent and level of stakeholders' participation. i.e. whether participation is throughout the process and in lower and higher level activities.
		Aubel (1999)	The influence of stakeholder participation in the M&E system within the international aid community	Participation of the programme stakeholders improves programme quality and helps address local development needs.	The study didn't establish the extent and level of stakeholders' participation.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research methodology used in the study. It specifically addresses the following: research design, target population, sampling size and sampling procedure, data collection instruments, validity and reliability of research instruments, data collection procedure, data analysis techniques, ethical considerations and finally operational definition of variables.

#### **3.2 Research Design**

The study adopted a descriptive survey research design in an attempt to answer the research problem. A descriptive survey research design allows for an in-depth analysis and understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler, 2008). In descriptive survey research design, objectives are predetermined allowing data collection relevant and sufficient to the study problem (Kothari, 2004). By combining both quantitative and qualitative data collection procedures, descriptive research design allowed a researcher to gather exhaustive information in a way that reduces cost of the data collection. This research design therefore assisted in drawing inferences about determinants of effectiveness of a monitoring and evaluation system for projects at Amref Health Africa in Kenya. The research design was chosen due to its adequacy to fulfill the research objectives.

#### **3.3 Target Population**

Target population or population of interest refers to the group of people of interest whom the researcher desires and intends to investigate. The target population for this study was staff in

AMREF Kenya WASH programme and personnel in the administrative, finance and human resource departments. There are 46 employees working under Wash Programme and 20 working under administrative, finance and human resource departments making a target population of 66 employees. Their distribution is shown in Table 3.1.

**Table 3.1 Target Population**

<b>Programme/ Department</b>	<b>Number of Employees</b>
M&E office	24
Wash Programme management	22
<b>Other departments</b>	
Human Resource	4
Finance	5
Administration	11
<b>Total Target Population</b>	<b>66</b>

### **3.4 Sample Size and Sampling Procedure**

A survey study was conducted on all the personnel working under Wash Programme and in administrative, finance and human resource departments since their number is small (Cooper & Morgan, 2008). The sample size for the study therefore consisted of all the 66 employees working under Wash Programme and in administrative, finance and human resource departments.

### **3.5 Data Collection Instruments**

The study utilized primary data that was collected using semi-structured questionnaires that had both open and close-ended questions. The questionnaire consisted two parts. The first part asked about demographic information of the respondents while the second part contained questions about the three independent variables (availability of funds, stakeholder participation and organization leadership) and the dependent variable (Effectiveness of M&E System). An interview guide was also used to interview key informant persons within the organization. These included heads of departments, M&E experts and managers.

### **3.6 Validity and Reliability of Research Instruments**

The researcher administered a set of structured and unstructured questionnaires through a pilot study to appraise the questionnaire soundness of the items and to estimate time that was required to answer the items. The pilot study involved 10 respondents from other programmes other than Wash Programme. The number was arrived at by calculating 10% of the sample size (Mugenda and Mugenda 2003). Six respondents were considered to be few and 4 were added to get 10 respondents. The results of the pilot study were discussed with the respondents to make the required adjustments. The aim was to test the instrument reliability and validity.

#### **3.6.1 Validity of Research Instruments**

Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of the data actually represents the phenomena under study (Golafshani, 2003 ). Validity is the degree to which a test measures what it purports to measure (Riege, 2003). The researcher determined the instrument's content and construct validity through the help of expert judgment

(the supervisor) who assessed the instrument and found out if it answered the phenomenon under study. The researcher removed bias in the research instrument by constructing it in line with the objectives of the study.

### **3.6.2 Reliability of Research Instruments**

Reliability is defined as a measure of the degree to which a research instrument yields consistent results after repeated trials. Before actual data collection, piloting of the questionnaire was carried out (Golafshani, 2003). The questionnaire was sent out to 10 respondents working in various programmes other than Wash Programme. The number of respondents was arrived at by calculating 10% of the targeted population/ sample size ((Mugenda and Mugenda, 2003). 6 respondents were considered few and as a result, 4 more were added making a total of 10 respondents. Piloting enabled the researcher to test the reliability of the instrument. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments. Cronbach's Coefficient Alpha is computed using SPSS to determine how items correlate among themselves. Reliability of at least 0.70 or higher is recommended for Social Science Research (Mugenda and Mugenda, 2003). The Cronbach's reliability coefficient was 0.85 which was more than 0.7 and therefore the instruments was deemed to be reliable.

### **3.7 Data Collection Procedures**

The researcher administered the questionnaire personally to the respondents. The advantage of researcher administered questionnaires is that the questions can be clarified to the respondents during the interview. This ensured that the respondents understood the questions, thereby enabling the researcher to obtain the right kind of information required to meet the study objectives. A researcher-administered questionnaire is also a more efficient method of data

collection in terms of research time (Whiting, 2008). Interviews were conducted with key informant persons within the organization. These included heads of departments, M&E experts, consultants and senior managers. This enabled gather additional information which may not have been captured by the questionnaire.

### **3.8 Data Analysis Techniques**

The data collected was classified into sub-samples then be edited and cleaned to reduce ambiguity. The cleaned data was coded into SPSS 22 for subsequent data analysis through descriptive and inferential statistics. Qualitative statistical techniques were used to describe and summarize data. The results were then interpreted in the form frequencies and percentages. Descriptive statistics were represented using means, standard deviation and percentages.

The study used multiple linear regression equations, and the method of estimation was an Ordinary Least Squares (OLS) to develop a link between the determinants and the effectiveness of a monitoring and evaluation system. Ordinary least squares (OLS) is a statistical method of estimating the unknown parameters in a linear regression model by minimizing sum of observed responses and the predicted responses, thus, providing minimum-variance mean-unbiased estimation (Silverman, 2010).

The significance of the factors was tested at a confidence level of 95%. Correlation analysis was used to describe the degree to which one variable was related to the other. The regression equation was as follows;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + X_4 = \epsilon$$

Where;

$Y$  = Dependent variable (Effectiveness of a monitoring and evaluation system)

$\alpha$  = the model intercept

$\beta$  = Coefficient of independent variables

$X_1, X_2, X_3$  ( $X_1$  – Availability of funds,  $X_2$  – Stakeholders’ participation,  $X_3$  – Organization Leadership)

$\epsilon$  = Error Term

### **3.9 Ethical Considerations**

The study was conducted in an ethical manner. The researcher explained to the respondents the purpose of the study and assured them that the information given would be treated as confidential, and their names would not be divulged. Informed consent was sought from all the participants that agreed to participate in the research. Further, the researcher sought approval from all the stakeholders associated with the study.

### **3.10 Operational Definition of Variables**

This section dealt with the operational definition of study variables, along with other components of the conceptual framework. The independent variables were the availability of funds, stakeholder participation and organization leadership. The dependent variable was effectiveness of a monitoring and evaluation system for projects at AMREF Health Africa in Kenya.



**Tables 3.2: Operational Definition of Variables**

<b>Objective</b>	<b>Type of variable</b>	<b>Indicators</b>	<b>Level of Scale</b>	<b>Data Collection</b>	<b>Data Analysis</b>
To establish the determinants of the effectiveness of a monitoring and evaluation system for AMREF Kenya WASH programme.	<u>Dependent variable</u> Effectiveness of M&E system	-Relevant and useful results -Activities within schedule -Cost within budget -Timely results/ feedback -Economical use of resources -Achievement of objectives - clear duties/ responsibilities	5 Point Likert Scale	Questionnaire Interview guide	Descriptive Regression Correlation
To determine the extent to which availability of funds influence the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme	<u>Independent variables</u> Availability of funds	-Adequacy /sufficient -M&E budget allocation - Timely allocation -funds used for M&E activities	5 Point Likert Scale	Questionnaire Interview guide	Descriptive Regression Correlation
To assess the extent to which stakeholders' participation influence the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme	Stakeholders' participation	--Planning/ design -Identification of indicators -data collection -Results /findings analysis -use of information/feedback	5 Point Likert Scale	Questionnaire Interview guide	Descriptive Regression Correlation
To determine the extent to which organization leadership influence the effectiveness of monitoring and evaluation system for AMREF Kenya WASH programme	Organization's leadership	-Decision making -Communication of findings -Resources allocation -Designing the system -Training/capacity building	5 Point Likert Scale	Questionnaire Interview guide	Descriptive Regression Correlation

Source: Researcher, (2014)

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents data analysis and interpretation of the research findings. The chapter is presented in three different sections. All three sections present study responses on the determinants of the effectiveness of a monitoring and evaluation system for projects, a case of AMREF Health Africa in Kenya. First, the research response rate has been computed and presented. Secondly, the demographic information of the participants has been described. Thirdly, the findings on the three key objective areas of the study have been presented and interpreted. The responses were analyzed using descriptive and inferential statistics.

#### 4.2: Response Rate

Out of 66 questionnaires which had been administered to the interviewees, 58 of them were returned for analysis. This translates to 88 percent return rate of the respondents. According to Mugenda & Mugenda (2003), a response rate of more than 80% is sufficient for a study. Table 4.1 shows the response rate.

**Table 4.1: Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Responded	58	88
Did not respond	8	12
<b>Total</b>	<b>66</b>	<b>100</b>

### 4.3 Demographic Information of the Respondents

The respondents were requested to provide information on their gender, age bracket, level of education and work duration.

#### 4.3.1 Gender of the Respondents

Respondents were requested to indicate their gender and findings are as shown in Table 4.2.

**Table 4.2: Gender of the Respondents**

<b>Gender of the Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	34	59
Female	24	41
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 59% (34) were male while 41% (24) of the respondents were female. The results indicated a slightly larger percentage of men were involved in filling the questionnaires as compared to that of female thus insinuating that a large number of male working for AMREF Health Africa in Kenya participated in the study. This overrepresentation of male employees is a clear indication of gender imbalance in staff distribution at AMREF Health Africa in Kenya especially in M&E which may have a negative impact on the effectiveness of M & E system. Majority of the respondents were from the M&E unit which is an area generally dominated by men. This is due to the nature of the work which involves a lot of field work and travelling and many women tend to shy away from such jobs.

### 4.3.2 Age Bracket of the Respondents

The respondents were requested to indicate their age bracket. Table 4.3 illustrates the findings.

**Table 4.3: Age Bracket of the Respondents**

<b>Age Bracket of the Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
25-30 years	4	6.9
31-40 years	37	63.8
41-50 years	15	25.9
Above 50 years	2	3.4
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 63.8% (37), indicated that they were of age bracket 31-40 years. A sizeable number, 25.9% (15), indicated that they were between 41-50 years while 6.9% (4) and 3.4% (2) of the respondents indicated that they were of age 25-30 years and above 50 years respectively. The findings therefore reveal that majority of employees at AMREF Health Africa in Kenya are at their most productive age bracket and are mature people who are advantaged with knowledge in M&E and thus can help in determining effectiveness of monitoring and evaluation system of projects.

### 4.3.3 Level of Education of the Respondents

The respondents were also requested to give information regarding their highest education level.

Table 4.4 exemplifies the findings.

**Table 4.4: Level of Education of the Respondents**

<b>Highest Level of Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Tertiary/College	1	2
Undergraduate	26	44.9
Postgraduate	31	53.1
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 53.1 % (31), indicated that they had achieved postgraduate as their education level while 44.9% (26) indicated that they had attained undergraduate level. Only one respondent (2%) indicated that had tertiary/college as the level of education. The findings implied that most of the employees of AMREF Health Africa in Kenya had obtained postgraduate and undergraduate as their highest education level indicating had the knowledge, capacity, skills and management expertise to conduct M&E activities successfully.

### 4.3.4 Work Duration of the Respondents

The respondents were requested to indicate how long they had been working for AMREF Health Africa in Kenya. The findings are illustrated in Table 4.5.

**Table 4.5: Work Duration of the Respondents**

<b>Work Duration of the Respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 1 year	1	1.7
1-3 years	16	27.6
4-6 years	22	37.9
7-9 years	14	24.1
9 years and above	5	8.6
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 37.9% (22) stated that they had worked for AMREF Health Africa in Kenya for a period of 4-6 years followed by respondents whose time lagged between 1-3 years these were 27.6% (16). Other respondents, 24.1% (14) and 8.6% (5) stated that they had worked for AMREF Health Africa in Kenya for a period of 7-9 years and 9 years and above respectively. Only one respondent (1.7%) indicated had worked for less than 1 year. The results indicate that most employees, 70.6% (41), had worked in AMREF Health Africa in Kenya for a long duration of over 4 years and thus had sufficient information on the organization's M&E processes, system and on stakeholders' participation, availability of funds and organization's leadership which influences effectiveness of monitoring and evaluation systems.

#### 4.4 Information on Availability of funds

This section covers information on the allocation of funds for M&E, statements on availability of funds and influence of availability of funds on effectiveness of M&E systems.

##### 4.4.1 Allocation of Funds for M&E

The respondents were requested to indicate if the organization allocates funds for M&E activities. The findings are indicated in the Table 4.6.

**Table 4.6: Allocation of Funds**

<b>Allocation of Funds</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	55	94.8
No	3	5.2
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 94.8% (55) indicated that the organization allocates funds for M&E activities. A relatively small number of the respondents, 5.2% (3) indicated that the organization did not allocate funds for M&E. The results therefore indicated that AMREF Health Africa in Kenya allocates funds for M&E activities. There are some few projects or instances where funds are not allocated evidenced by the small number of respondents who said 'No'. The researcher however used other questions to determine whether there is separate sufficient allocation of funds and whether there is independency in the utilization since this is necessary for the M&E system to be strong and effective.

#### 4.4.2 Statements on Availability of Funds

The study sought to determine the extent to which respondents agree or disagree with the following statements concerning M&E in relation to the organization's projects. The responses were rated on a five point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree. Table 4.7 shows the mean and standard deviations.

**Table 4.7: Statements on Availability of Funds**

<b>Availability of Funds</b>	<b>Mean</b>	<b>Std. Deviation</b>
The organization provides sufficient funds for M&E activities (5%-10% of projects budget)	2.18	0.623
There is a separate budget allocation for M&E system	4.29	0.460
There is independency in the budgetary decisions for the M&E unit.	2.12	0.475
The organization ensures there is timely provision of funds for M&E	3.80	0.800
Funds allocated are used for M and E activities only	1.18	0.385

From the findings, majority of the respondents agreed with the statement that there is a separate budget allocation for M&E system with a mean score of 4.29. Some of the respondents were not sure with the statement that the organization ensures there is timely provision of funds for M&E with a mean score of 3.80. However, majority of the respondents disagreed with the statements that the organization provides sufficient funds for the monitoring and evaluation activities (5%-



10% of project budget) and that there is independency in the budgetary decisions for the monitoring and evaluation unit with mean scores of 2.18 and 2.12 respectively. Majority of the respondents also strongly disagreed with the statement that funds allocated are used for M and E activities only with a mean score of 1.18. This means that some projects management activities which are not part of M&E are funded from monitoring and evaluation allocation. The findings therefore show that most staff in AMREF Health Africa in Kenya disagree that the organization provides sufficient funds for the monitoring and evaluation activities (5%-10% of project budget) and there is independency in the budgetary decisions for the monitoring and evaluation unit. Sufficient funding is very crucial for the system to be effective and M & E process to take place.

#### **4.4.3 Availability of funds and its influence on effectiveness of M & E systems**

The projects funds should have adequate provision for monitoring and evaluation activities. M&E funds should certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored and donors should put emphasis on ensuring that this is budgeted for before approving any proposal for funding.

The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. A key function of planning for monitoring and evaluation is to estimate the costs, staffing, and other resources needed for monitoring and evaluation work. It is important for monitoring and evaluation specialists to weigh in on monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks. Program managers often ask what proportion of a project's budget should be allocated to monitoring and evaluation. Many authors and M&E specialists recommend about 5-

10% of the projects' budget. A general rule of thumb is that the M&E budget should not be so small as to compromise the accuracy and credibility of results, but neither should it divert project resources to the extent that programming is impaired.

#### **4.5 Information on Stakeholder Participation**

This section presents findings on involvement of stakeholders, level of stakeholders' participation and issues pertaining to stakeholders' participation.

##### **4.5.1 Involvement of Stakeholders**

Respondents were requested to indicate if stakeholders are involved in M & E activities and process. The responses are illustrated in Table 4.8.

**Table 4.8: Involvement of Stakeholders**

<b>Involvement of Stakeholders</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	55	94.8
No	3	5.2
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 94.8% (55) indicated that they involve the stakeholders in the M & E activities and process. A relatively small number of the respondents, 5.2% (3) indicated that they do not involve the stakeholders in the M & E process. The results therefore indicated that most respondents were in agreement that the organization involves the

stakeholders in M & E thus leading to high level of participation and this influences to a large extent the effectiveness of M & E system towards achieving expected results.

#### 4.5.2 Level of Stakeholders Participation

The study requested the respondents to indicate the extent to which they agree or disagree with the level stakeholders participate in the following aspects of M&E process. The responses were rated on a five point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree. The mean and standard deviations were bred from SPSS and are indicated in Table 4.9.

**Table 4.9: Level of Stakeholders Participation**

<b>Stakeholders Participation</b>	<b>Mean</b>	<b>Std. Deviation</b>
Stakeholders are adequately involved in designing and planning of M and E systems and activities	3.50	0.985
Stakeholders participate in planning of formal meetings for M& E	2.12	0.475
Stakeholders feedback is sought during M& E processes	4.43	1.269
Stakeholders are involved in M & E decision making process	2.76	1.464
Stakeholders are involved in M & E data collection process	4.25	1.093
The organization involves stakeholder in identification of indicators	2.08	1.111
Stakeholders are involved in preparation of M&E timetables	4.06	1.008

The organization assigns clear responsibilities to stakeholders for planning.	3.86	1.342
M & E results and findings are communicated to the stakeholders	3.41	1.169

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From the findings, majority of the respondents agreed with the statements that stakeholders' feedback is sought during M&E processes and stakeholders are involved in M & E data collection process with a mean score of 4.43 and 4.25 respectively. Majority also agreed that stakeholders are allowed to take part in preparing the timetable for M&E system with a mean score of 4.06. Some of the respondents were not sure with the statements that stakeholders are adequately involved in designing and planning of M&E systems and activities, that the organization assigns clear responsibilities to stakeholders for planning and M & E results and findings are communicated to the stakeholders with mean scores of 3.50, 3.86 and 3.41 respectively.

Some of the respondents disagreed with the statements that stakeholders are involved in M & E decision making process, stakeholders participate in the organization's planning of formal meetings for M& E and that the organization involves stakeholders during the identification of indicators with mean scores of 2.76, 2.12 and 2.08 respectively. The results therefore indicate that most staff employees working for AMREF Health Africa in Kenya disagreed that stakeholders are involved in M & E decision making process, stakeholders participate in the organization's planning of formal meetings for M& E and the organization involves stakeholders during the identification of indicators. It is therefore, best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors, as much as possible in the entire

M&E process since their participation helps to ensure different perspectives are considered so that all relevant stakeholders can own the findings and results and such serve the purpose intended.

#### **4.5.3 Issues Pertaining To Stakeholders' Participation**

Participation of stakeholders reflects the community needs and stimulates people's interest in the implementation of M&E and the community-based M&E framework reinforces the connections between the implementation of monitoring & evaluation activities.

Stakeholder involvement has become increasingly necessary as large and more complex projects are planned and implemented. Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. At higher level the developer can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution. However, too much stakeholder participation could lead to undue influence on the evaluation.

#### **4.6 Information on Organization Leadership**

This section illustrates findings on commitment of top leadership and statements on organizational leadership.

##### **4.6.1 Commitment of Top Leadership**

The respondents were requested to indicate the extent to which the level of commitment of top leadership determines the effectiveness of monitoring and evaluation system for projects. Table 4.10 shows the findings.

**Table 4.10: Commitment of Top Leadership**

<b>Commitment of Top Leadership</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Very great extent	49	84.8
Great extent	8	13
Moderate extent	1	2.2
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, a high percentage of the respondents, 84.8% (49) agreed to a very great extent that the level of commitment of top leadership determine the effectiveness of monitoring and evaluation system for projects while 13% (8) of the respondents agree to a great extent that the level of commitment of top leadership determine the effectiveness of monitoring and evaluation system for projects. Only 1 respondent (2.2%) agreed to a moderate extent that the level of commitment of top leadership determine the effectiveness of monitoring and evaluation system for projects. These findings suggested that most staff working for AMREF Health Africa in Kenya agree that the level of commitment of top leadership determine the effectiveness of a monitoring and evaluation system for projects in that top leadership makes key and crucial decisions that affect projects M&E greatly.

#### **4.6.2 Statements on Organizational Leadership**

Furthermore, the study asked the respondents to indicate the extent to which they agree or disagree with the following selected attributes concerning organization leadership. The responses

were rated on a five point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree. The findings are illustrated in Table 4.11.

**Table 4.11: Organizational Leadership**

<b>Organizational Leadership</b>	<b>Mean</b>	<b>Std. Deviation</b>
The organization uses M & E findings in decision making	3.75	1.181
Leaders always and clearly communicate M & E results	2.31	0.812
Leaders take active part in designing the M & E systems	2.24	1.784
Management ensures sufficient resources are allocated to M & E	2.02	1.191
Leaders ensure that staff are trained on M&E regularly	3.49	1.377
Organization's policy supports M & E	4.20	1.329
Senior management recognizes and supports the role of M & E	4.14	0.849
The management takes part in some of the M & E activities	4.92	0.440
There is supportive supervision and guidance from leaders	3.00	1.114

From the findings, majority of the respondents agreed with the statements that management takes part in some of the M & E activities, organization’s policy supports M&E and that senior management recognizes and supports the role of M & E with mean scores of 4.92, 4.20 and 4.14 respectively. Some respondents were not sure whether the organization uses M & E findings in decision making, leaders ensure that staff are trained on M&E regularly and that there is

supportive supervision and guidance from leaders with mean scores of 3.75, 3.49 and 3.00 respectively. However, some of the respondents disagreed with the statements that leaders always and clearly communicate M & E results, leaders take active part in designing the M & E systems and that the management ensures sufficient resources are allocated to M & E with mean score of 2.31, 2.24 and 2.02 respectively. The results therefore indicate that most employees at AMREF Health Africa in Kenya disagree that leaders always and clearly communicate M & E results, leaders take active part in designing the M & E systems and the management ensures sufficient resources are allocated to M & E. Most of the staff felt that the organization's leadership has a great and crucial role to play in ensuring that the M&E system operates maximally and that the process is smooth.

#### **4.7 Effectiveness of M&E System**

This section covers statements on the effectiveness of M & E System and determinants of effectiveness of M&E systems.

##### **4.7.1 Statements on the Effectiveness of M & E System**

The respondents were requested to indicate the extent to which they agree or disagree with the following selected attributes concerning effectiveness of M&E System. The responses were rated on a five point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree. Table 4.12 shows the findings.



**Table 4.12: Effectiveness of M & E System**

<b>Effectiveness of M &amp; E System</b>	<b>Mean</b>	<b>Std. Deviation</b>
Results from M & E are relevant and useful	4.22	1.306
The M & E activities are carried out within schedule	4.11	1.101
The cost of M & E is always within the budget	2.09	1.131
Results and feedback from M & E are timely	4.33	1.125
M&E resources are economically utilized	2.22	0.979
The M & E objectives are largely achieved	3.10	1.163
The M & E responsibilities and duties are clearly outlined	3.31	1.230

The findings in the table 4.5 indicate that majority of the respondents agreed that results from M & E are relevant and useful, the M & E activities are carried out within schedule and results and feedback from M & E are timely with mean scores of 4.22, 4.11 and 4.33 respectively. Some respondents disagreed with the statements that the cost of M & E is always within the budget and that M&E resources are economically utilized with a mean of 2.09 and 2.22 respectively. Some respondents were not sure whether M & E objectives are largely achieved and that M & E responsibilities and duties are clearly outlined with a mean score of 3.10 and 3.31.

#### 4.7.2 Determinants of Effectiveness of M&E System

The respondents were requested to choose the factor they considered as the highest determinant of effectiveness of a monitoring and evaluation system. The findings are shown in Table 4.13.

**Table 4.13: Determinants of Effectiveness of M&E System**

<b>Determinants of Effectiveness of M&amp;E System</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Availability of funds	5	8.2
Stakeholder participation	9	16.3
Organizational leadership	44	75.5
<b>Total</b>	<b>58</b>	<b>100</b>

From the findings, majority of the respondents, 75.5% (44) indicated organizational leadership as the highest factor of effectiveness of a monitoring and evaluation system while 16.3% (9) of the respondents indicated stakeholder participation as the highest factor of effectiveness of a monitoring and evaluation system. Some of the respondents, 8.2% (5) stated availability of funds as the highest factor influencing the effectiveness of a monitoring and evaluation system. The results insinuate that most employees agreed that organizational leadership is the highest factor determining effectiveness of a monitoring and evaluation system as it results to interaction between the employees, procedures, data, technology and key stakeholders.

## 4.8 Inferential Statistics

This section sought to illustrate a description of the variables by use of averages and standard deviations in describing the relationship between variables. Table 4.14 present the results.

**Table 4.14: Descriptive Statistics**

### Descriptive Statistics

	N	Mean	Std. Deviation
Effectiveness of M & E system	58	3.8992	.41727
Availability of funds	58	3.9373	.48413
Stakeholders participation	58	4.1176	.31616
Organizational Leadership	58	4.9717	.49980

From Table 4.14, there were 58 observations which were used in the study. The mean and standard deviation for the dependent variable (Effectiveness of M & E system) was 3.9 and 0.417 respectively. Availability of funds had a mean score of 3.94 with a standard deviation of 0.484, stakeholder participation had a mean score of 4.12 and a standard deviation of 0.316 while organizational leadership had a mean score of 4.97 and a standard deviation of 0.5. The findings indicate that organizational leadership and stakeholder participation had the highest mean scores in that order. This shows that organizational leadership and stakeholder participation are the

strongest determinants of the effectiveness of M&E system among the three independent variables.

#### 4.8.1 Correlation Analysis

The study applied Pearson correlation to examine the determinants of the effectiveness of a monitoring and evaluation system for projects. The results are shown in Table 4.15.

**Table 4.15: Correlation Analysis**

	Effectiveness of M & E system	Availability of funds	Stakeholders participation	Organizational Leadership
Effectiveness of M & E system	1			
Pearson Correlation	Availability of funds	0.489*	1	
	Stakeholders participation	0.565*	0.302*	1
	Organizational Leadership	0.736*	0.374	0.364
				1

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

The findings show a strong positive correlation between organizational leadership and effectiveness of M & E system with a correlation coefficient of 0.736. This implies that if

organizations use effective leadership, the level of effectiveness of M & E systems projects will increase.

The findings also show a positive correlation between availability of funds and effectiveness of M & E system with a correlation of 0.489. This implies that if funds are readily and adequately available, the process of monitoring and evaluation projects will increase thus contributing to increase in effectiveness of these projects.

The study shows a strong positive correlation between stakeholders' participation and effectiveness of M & E system with correlation of 0.565. This implies that better enforcement of stakeholders' participation within AMREF Health Africa in Kenya can significantly improve the effectiveness of M & E system.

The findings illustrate the results obtained from the correlation analysis for the sampled population for the period of study at a 0.05 significance level.

#### 4.8.2 Regression Analysis

Regression analysis was conducted to determine the relationship between availability of funds, stakeholder participation and organizational leadership and the effectiveness of monitoring and evaluation system as presented in Table 4.16.

**Table 4.16: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.869. <sup>a</sup>	.755	.493	.3871

a. Predictors: (Constant), Effectiveness of M & E system, Availability of funds, Stakeholders participation and Organizational leadership.

From the analysis above, the coefficient of determination ( $R^2$ ) equals 0.755 that is; availability of funds, stakeholders' participation and organizational leadership explains 75.5% only of effectiveness of M & E system leaving 24.5 percent unexplained.

**Table 4.17: ANOVA**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.303	3	.434	2.758	.003 <sup>b</sup>
	Residual	7.403	47	.158		
	Total	8.706	50			

a. Dependent Variable: Effectiveness of M & E system

b. Predictors: (Constant), Organizational Leadership, Stakeholders participation, Availability of funds

The findings (P- value of 0.03) in the table above show that there was a strong significant relationship between the independent variables (availability of funds, stakeholders' participation and organizational leadership) and dependent variable (effectiveness of M & E

system). An F ratio represents the variance between the groups, divided by the variance within the groups. A large F ratio indicates that there is more variability between the groups (caused by the independent variable) than there is within each group, referred to as the error term. A significant F test indicates that we can reject the null hypothesis which states that the population means are equal.

**Table 4.18: Coefficients Distribution**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.837	.803		2.287	.027
1 Availability of funds	.053	.124	.061	.425	.673
Stakeholders participation	.230	.190	.174	1.212	.232
Organizational Leadership	.228	.119	.273	1.916	.061

a. Dependent Variable: Effectiveness of M & E system

From the regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

According to the analysis, the equation ( $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$ ) becomes:  $Y = 1.837 + 0.061X_1 + 0.174X_2 + 0.273X_3$ . The regression equation also indicates that taking all the three variables at zero, effectiveness of monitoring and evaluation was 1.837.

The regression coefficient for availability of funds is 0.061. This means that the relationship between the availability of funds and effectiveness of M & E system is positive. This implies that effective availability of funds results to better actions during monitoring and evaluation of projects thus resulting to better M & E system and vice versa.

The regression coefficient for stakeholders' participation is 0.174. This means that the relationship between the stakeholders' participation and effectiveness of M & E system is positive. This implies that an increase in effectiveness of stakeholders' participation results to an increase in effectiveness of M & E system and vice versa.

The regression coefficient for organizational leadership is 0.273. This means that the relationship between organizational leadership and effectiveness of M & E system is positive. This implies that an improvement in organizational leadership lead to effective M & E system and vice versa.



## CHAPTER FIVE

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

#### 5.1 Introduction

This chapter presents the summary of the findings presented in chapter four according to the study objectives. This chapter also presents the conclusions and the recommendations to the study.

#### 5.2 Summary of Findings

In regard to availability of funds, majority of the respondents, 94.8% (55) indicated that the organization allocates funds for M&E activities. A relatively small number of the respondents , 5.2% (3) indicated that the organization does not allocate funds for M&E. The findings showed a positive correlation between availability of funds and effectiveness of M & E system with a correlation of 0.489. Majority of the respondents also agreed that there is a separate budget allocation for M&E system with a mean score of 4.29. However, most of the respondents disagreed with the statements that sufficient funds for the M&E were provided, provision of funds is timely and that there is independency in the budgetary decisions for M&E unit with mean scores of 2.18, 3.80 and 2.12 respectively. Sufficient funding play a crucial role in M & E project function in that enough funds are required for the process to be carried out successfully and effectively. There was found to be a positive relationship between the availability of funds and effectiveness of M & E system. The availability of funds can also determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. It is important for monitoring and evaluation specialists to weigh in on

monitoring and evaluation budget needs at the project design stage so that funds are allocated specifically to the implementation of key monitoring and evaluation tasks.

The study found that the organization involves stakeholders in M & E activities. Majority of the respondents, 94.8% (55) indicated that they involve the stakeholders in the M & E activities and process. A relatively small number of the respondents, 5.2% (3) indicated that they do not involve the stakeholders in the M & E process. However, it was established that participation is limited to only some lower level activities. These include data collection, seeking feedback and coming up with M&E timetables. Stakeholders are not adequately involved in key areas and higher level activities like decision making process, identification of indicators and communication of M & E results and findings. Stakeholder involvement has become increasingly necessary as large and more complex projects are planned and implemented. Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. At higher level, organizations should collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution. There is a strong positive correlation between stakeholders' participation and effectiveness of M & E system with correlation of 0.565.

The study found that the level of commitment of top leadership in the organization determines to a great extent the effectiveness of monitoring and evaluation system for projects. A high percentage of the respondents, 84.8% (49) agreed to a very great extent while 13% (8) of the respondents agreed to a great extent. Only 1 respondent (2.2%) agreed to a moderate extent that the level of commitment of top leadership determine the effectiveness of monitoring and evaluation system for projects. The findings showed a strong positive correlation between organizational leadership and effectiveness of M & E system with a correlation coefficient of

0.736. The study also found that leaders do not always and clearly communicate M & E results, leaders don't take active part in designing the M & E systems and the management does not ensure sufficient resources are allocated to M & E despite these aspects playing a great role in effectiveness of the system and process. The organization's leadership is critical to achieving effectiveness of M&E due to the crucial role they play in an organization.

### **5.3 Discussion of the Findings**

The study found a positive relationship between the availability of funds and effectiveness of M & E system. It found that adequate funds results to better actions during monitoring and evaluation of projects thus resulting to better M & E system. This was in agreement with James (2001) on programme evaluation standards that evaluation planning budget could certainly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. This then supports the cause for donors' keen interest with the budgetary allocation. The findings showed that M&E has separate budgetary allocation in agreement with Chaplowe (2008) but the funds were not sufficient to carry out planned activities. The amount allocated was not between 5-10% of the projects budget and the funds were not used specifically for M&E activities as Kelly and Magongo (2004) recommends. There is also no independency in budgetary decisions for the M&E unit and utilization of funds which should be the case as stated by Gyorkos (2003).

The study also found a positive relationship between the stakeholders' participation and effectiveness of M & E system. It was found out that increased stakeholders' participation results to an increase in effectiveness of M & E system. This concurs with Patton (2008) who states that stakeholders' involvement is paramount for an M&E system to be effective. He however argues that too much involvement could lead to undue influence and bias in the process. He further argues that participation of stakeholders reflects the community needs and stimulates people's

interest in the implementation of M&E. This view is supported by IFAD (2002) on the role of stakeholder in M&E process that stakeholders provide valuable insights on priorities and appropriate processes during the design phase, and undertake some of the implementation of the project and /or M&E. It was found out that Amref adequately involve stakeholders in lower level activities like data collection, getting feedback, preparation of M&E timetables but participation is poor in activities like identification of indicators, decision making, designing and planning of systems which are very crucial. Partnering closely with key stakeholders throughout the entire M&E process promotes shared knowledge creation and learning, helps in transfer of skills, development of capacity and enhances ownership of results (UNDP, 2002).

Furthermore, when formulating interventions to achieve certain outcomes, program managers should consider how to encourage the participation of all partners in the M&E process according to John & Khilesh (2008). This requires knowing what strengths each partner brings to the table. For monitoring and evaluation, program managers may draw on partners in a number of ways as cited by World Bank (1980), such as involving partners and other stakeholders in the selection of indicators and targets, in data collection and analysis, as participants in field visits or as members of an evaluation team, using already-established data sources and statistics of key partner agencies, which helps reduce the costs of data collection (Pfohl, 1986). Working with partners to analyze outcome progress and determine how best to enhance a collective strategy, program managers should engage various types of partners in a variety of activities associated with monitoring and evaluation (Yang, Sun & Martin, 2008).

The study also found a positive relationship between organization's leadership and effectiveness of M & E system. It found that an improvement in organizational leadership lead to effective M & E system. This concurs with World Bank (2011) which states that organizational leadership is

a fundamental factor in the production of M&E results. M&E being a new professional field, organizational leadership is paramount in building an effective M&E human resource capacity both in quality and quantity (World Bank, 2011). Numerous organizational leadership manuals, handbooks and toolkits have been developed for NGO staff in order to provide them with practical tools that will strengthen M&E awareness. Koffi-Tessio (2002), states that the poor acquisition of the appropriate M&E systems by NGOs could be attributed to their lack of emphasis on methodological and conceptual leadership. Jaszcolt et al (2010), recommends that NGOs need to have appropriate leaders in order to develop technical skills among the M&E specialists.

The study found out that the organization's policy supports M & E and that senior management recognizes and supports the role of M & E. The management also takes part in some of the M & E activities. This in agreement with Khan (2003) who stated that all organization's leaders and managers should carry out some M&E activities as part of their overall work and from time to time evaluate their operations. Khan further noted that management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings. However, the findings also indicated that leaders in the organization don't take active part in designing the M & E systems and they do not always and clearly communicate M & E results. Majority of the respondents also indicated that the management is not keen to ensure that sufficient resources are allocated to M & E and do not offer sufficient supportive supervision and guidance to those conducting M&E. World Bank (2011) notes that an organization's management commitment to the implementation of a monitoring and evaluation system is paramount. They ensure that adequate funds and other resources are set aside for M&E. If there is no goodwill and support

from organization's management, then the M&E system will poorly be designed and operated leading to its ineffectiveness and inaccurate findings.

#### **5.4 Conclusion**

Regarding the first objective which endeavored to determine the influence of availability of funds on effectiveness of M & E system, the study concluded that there is a positive relationship between the availability of funds and effectiveness of M & E system. The organization provides a separate budgetary allocation to M&E activities but the funds are not sufficient (less than 5%-10% of project budget). There is also no independency in the budgetary decisions for the monitoring and evaluation unit and utilization of the funds. The organization should allocate enough funds for M & E activities. According to Jack and Samuel (2006), adequate funding need to be devoted to implementation and running of M&E for its potential to be realized in a project. Insufficient financing is a major factor in poor maintenance of M&E processes which, in turn, is often cited as a reason for project failure. Gasper (1999) also asserts that the financing process, such as raising and maintaining adequate funds for project activities, is clearly of critical importance to the progress of a project. AMREF Health Africa in Kenya should ensure that adequate funds are set aside for M&E because it is from this basis that projects will have a lasting impact on the beneficiaries.

The study also concluded that stakeholders' participation has a positive influence on effectiveness of an M&E system. However, it was noted that participation is only limited to some lower level activities and stakeholders are not adequately involved in key areas and higher level activities. It was found out that increased stakeholders' participation results to an increase

in effectiveness of M & E system concurring with Patton (2008) who argues that stakeholders' involvement is paramount for an M&E system to be effective.

Finally, the study found out that the level of commitment of top leadership and management in the organization determines to a great extent the effectiveness of monitoring and evaluation system for projects. The study revealed that leaders do not always and clearly communicate M & E results and also do not take active part in designing the M & E systems. Majority of the respondents also disagreed that management ensures sufficient resources are allocated to M & E. This is against World Bank (2011) which states that the role played by the organization leadership dictates the effectiveness of the M&E system. The organization leadership is like the central nerve to an effective M&E system. It coordinates the processes of the M&E system ensuring its success and manages the M&E human resource. Furthermore, organization leadership as a factor has tremendous effect on how effective M&E practices will be successful to a project as it is through these trainings that relevant skills and other M&E gaps are addressed to staff in order to increase their understanding and project performance. Leaders should therefore work closely with employees and all stakeholders to ensure that they provide required support and guidance to ensure the M&E system is effective and operates maximally (Shapiro, 2011).

## **5.5 Recommendations**

The following are recommendations based on the findings of the study:

1. The organization should allocate sufficient funds to M&E activities (5-10% of overall projects budget) and ensure there is independency in utilization of the funds.

2. Stakeholders should be involved adequately in M & E activities. Participation should be in both lower and higher level activities from the initial to the last stage. This will ensure ownership of findings and ensure projects are relevant to the beneficiaries needs.
3. Organization leaders should take active part in designing M & E system and offer timely support and guidance to projects' staff and ensure M&E activities are well executed and results and findings communicated and used in decision making and planning.

### **5.6 Suggestions for further Research**

The empirical study has indicated a number of relevant issues that the research project did not investigate, but which might be important for further research. Further research should be done on other determinants of effectiveness of M&E system for projects other than availability of funds, stakeholders' participation and organizational leadership.



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## **APPENDICES**

### **Appendix I: Introduction Letter**

**Amos Weru Njama**

**C/O University of Nairobi,**

**P.O Box, 36276**

**Nairobi, Kenya**

**Dear Sir/Madam**

#### **RE: REQUEST TO COLLECT DATA FROM YOUR ORGANIZATION**

I'm a student at the University of Nairobi currently undertaking Masters of Arts in Project Planning and Management. I have successfully completed my course work and as part of the university requirements, I am supposed to undertake a research study.

My research will focus on the determinants of the effectiveness of a monitoring and evaluation system for projects: A case of AMREF Kenya WASH programme.

The purpose of this letter is to request your permission to collect data for research purposes. All information collected will be treated with utmost confidentiality and will only be used for academic purposes.

I will highly appreciate your support and consideration.

**Yours Sincerely,**

**Amos Njama**

## Appendix II: Questionnaire

### Determinants of Effectiveness of a Monitoring and Evaluation System for Projects

This questionnaire aims at establishing; Determinants of effectiveness of monitoring and evaluation system for projects: A case of AMREF Health Africa in Kenya Wash Programme. The questionnaire is designed to collect data that will help achieve the objectives of this study. I am kindly requesting you to participate in this study by responding to all the questions as candidly and precisely as possible. Your honesty and co-operation in responding to the questions will highly be appreciated. All information provided will be treated with utmost confidentiality and will be used purely for academic purposes.

#### Part. A: Demographics.

##### 1. Gender of the respondent

Female  Male

##### 2. What is your age bracket?

1. Below 25 years ( )
2. 25-30 years ( )
3. 31-40 years ( )
4. 41-50 years ( )
5. Above 50 ( )

##### 3. What is your level of education?

1. Primary ( )
2. Secondary ( )
3. Tertiary/College ( )
4. Undergraduate ( )
5. Postgraduate ( )

##### 4. How long have you worked for AMREF Health Africa in Kenya?

1. Less than 1yr ( )
2. 1-3 years ( )
3. 4-6 years ( )
4. 7-9 years ( )
5. 9 yrs & above ( )

**Part. B: Determinants of the Effectiveness of Monitoring and Evaluation System for Projects.**

**I) Availability of funds**

5. Does the organization allocate enough funds for monitoring and evaluation activities?

Yes [ ] No [ ]

6. By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements concerning M&E in relation to projects in the organization.

**5 – Strongly agree 4 – Agree 3 - Not sure 2 - Disagree 1 – Strongly disagree**

<b>Availability of Funds</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization provides sufficient funds for monitoring and evaluation activities (about 5%-10% of projects budget)					
There is a separate budget allocation for M&E					
There is independency in the budgetary decisions for the monitoring and evaluation unit.					
The organization ensures there is timely provision of funds for M&E					
Funds allocated are used for M&E activities only					

7. In your own words in what other ways does availability of funds influence the effectiveness of monitoring and evaluation systems?

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**II) Stakeholder Participation**

8. Are stakeholders involved in the M&E process?

Yes [ ] No [ ]

9. By ticking in the space provided, indicate the extent to which you agree or disagree with the level stakeholders participate in the following aspects of M&E process

**5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree**

<b>Stakeholder Participation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Stakeholders are adequately involved in designing and planning of M&E Systems and activities					
Stakeholders participate in the organization’s planning of formal meetings for M&E					
Stakeholders feedback is sought during M&E processes					
Stakeholders are involved in M&E decision making process					
Stakeholders are involved in M&E data collection process					
The organization involves stakeholders in identification of					



indicators					
Stakeholders are allowed to participate in preparing the timetable for M&E activities.					
The organization assigns clear responsibilities to stakeholders during M&E process					
M&E results and findings are communicated to the stakeholders					

10. What other issues pertaining to stakeholders' participation would you acknowledge as having an effect on monitoring and evaluation systems?

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**III) Organization's Leadership**

11. In your view, to what extent does the level of commitment of organization leadership/management determine the effectiveness of monitoring and evaluation system for projects?

- Very great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Less extent [ ]
- Not at all [ ]

12. By ticking in the space provided, indicate the extent to which you agree or disagree with the following selected attributes concerning organization leadership and M&E.

5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree

<b>Organization Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization uses M&E findings in decision making					
Leaders always and clearly communicate M&E results					
Leaders take active part in designing the M&E systems					
Management ensures sufficient resources are allocated to M&E					
Leaders ensure that staff are trained on M&E regularly					
Organization’s policy supports M&E					
Senior management recognizes and supports the role of M&E					
The management takes part in some of the M&E activities					
There is supportive supervision and guidance from leaders					

**IV) Effectiveness of M&E System**

13. By ticking in the space provided, indicate the extent to which you agree or disagree with the following selected attributes concerning effectiveness of M&E System

5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree

<b>Effectiveness of M&amp;E System</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Results and findings from M&E are relevant and useful					
The M&E activities are carried out within schedule					
The cost of M&E activities is always within the budget					

Results and feedback from M&E are timely					
M&E resources are economically utilized					
The M&E objectives are largely achieved					
The M&E responsibilities and duties are clearly outlined					

**14.** From the below factors, which would you consider as highest determinant of effectiveness of a monitoring and evaluation system?

Availability of funds	
Stakeholder Participation	
Organization's Leadership	

### **Appendix III: Interview Guide**

1. How would you describe the input of the stakeholders in the M&E system, process and activities? In your own opinion are the stakeholders adequately involved?
2. Who funds the monitoring and evaluation activities within the organization? How would you describe the funding? Is it adequate?
3. Does monitoring and evaluation section has separate allocation in the budget? Is allocation and provision of funds done in time?
4. Does the organization management support monitoring and evaluation of projects?
5. Is the support sufficient and if not what more should they do?
6. Does M&E contribute in the decision made in the organization? May you describe how in your own words.
7. From your own observation how would you describe the knowledge of the organization's personnel on the existing monitoring and evaluation system?
8. Does the organization engage in training of the employees on monitoring and evaluation systems? How often?
9. Does the organization involve external expertise in setting up the monitoring and evaluation systems and during M&E processes?
10. What factors would you rate as the main determinants of the effectiveness of a monitoring and evaluation system for projects?