

**INSTITUTIONAL DETERMINANTS OF PARTICIPATORY  
MONITORING AND EVALUATION SYSTEMS IMPLEMENTATION  
AMONG COMMUNITY BASED DEVELOPMENT PROJECTS IN  
KIBERA SLUM, KENYA**

**CHARLES NGONJO NGATIA**

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NAIROBI**

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## DECLARATION

I declare that this Research project is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

Signature: .....Date:.....

**Charles Ngonjo Ngatia**

**L50/75828/2014**

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

Signed..... Date .....

**Dr. Anne Ndiritu**

Senior Lecturer

Department of Distance Studies

University of Nairobi

## **DEDICATION**

This research project is dedicated to my wife Damsoh and my son Gatian whose patience, support and encouragement during the entire period of the study has seen me through and I will forever remain grateful.

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## **ABBREVIATIONS AND ACRONYMS**

AEA	American Evaluation Association
AfrEA	Africa Evaluation Association
AMREF	African Medical and Research Foundation
BOG	Board of Governors
CDF	Constituency Development Fund
CLEAR	Centre for Learning and Evaluation Results
CPWF	Challenge Program on Water and Food
DDO	District Development Officer
ERS	Economic Recovery Strategy
ESK	Evaluation Society of Kenya
GOK	Government of Kenya
GTZ	German Technical Cooperation Agency
IDP	Internally Displace Person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross
LLP	Local Links Project
M&E	Monitoring and Evaluation
MDP	Marsabit Development Project
MED	Monitoring and Evaluation Directorate
MIS	Management Information Systems
NAADS	National Agricultural Advisory Services
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
NIMES	National Integrated Monitoring and Evaluation System
PM&E	Participatory Monitoring and Evaluation

PMCs	Project Management Committees
PTA	Parent Teachers Association
SPSS	Statistical Package for Social Sciences
SPV	Special Purpose Vehicle
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlements Programme
WB	World Bank
WHO	World Health organization

## ABSTRACT

The purpose of this study was to establish the determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera slum, Kenya. The objective of the study was to establish the effect of staff competence, resources adequacy, institutional accountability and management support on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The study adopted a descriptive research design. The target population for this study was composed the 571 stakeholders in Kibera slums. A sample population of 230 was taken using Kothari (2004) formula. The study selected the respondents using stratified proportionate random sampling technique. Primary data was obtained using self-administered questionnaires. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0). Descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented inform of tables and graphs. Data was presented using frequency tables. Inferential data analysis was done using multiple regression analysis which looks at the relationship between the independent and dependent variables. The study found that staff competence greatly influences implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The study also established that resource adequacy has a great effect on implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. Furthermore, the research deduce that institutional accountability has a great influence on implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. These found that management support to a very great extent affects implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The study concludes that staff competence, institutional accountability, resource adequacy and management support affects implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The study also recommends national government and County Government of Nairobi should locate adequate resource to the development projects in Kibera slum. The study further recommends management team of community based projects in Kibera slums should ensure that there is transparency in project execution. Finally the study recommends that management team of community based projects in Kibera slums should at all means support the implementation of participatory monitoring and evaluation of community based development projects

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The conceptualization of community participation has developed over time, moving from its narrow definition as the mobilization of individuals to contribute free labor and materials, to more broad translations as a procedure of engaging individuals and giving them power to control programs (Muhangi, 2013). World Bank (2013) looks at group investment from improvement point of view as a procedure through which recipients impact and share control over advancement activities, choices and assets that influence their lives.

Participatory monitoring and evaluation (PM&E) rose essentially due to the confinements of the routine way to deal with checking and assessment in mirroring the yearnings of essential partners who are straightforwardly influenced by advancement. PM&E includes essential partners, improvement organizations, and arrangement producers choosing together how advance being developed ought to be measured, and comes about followed up on (Obure, Dietz and Zaal, 2008). What's more they contend that a genuine PM&E is one in which every one of the partners partake in every one of the procedures of observing and assessment (M&E). Then again Tzanakis (2013) states that participatory checking and assessment (PM&E) is a procedure through which partners at different levels take part in observing or assessing a specific venture, program or approach, share control over the substance, the procedure and the aftereffects of the checking and assessment (M&E) action and take part in taking or recognizing restorative activities. PM&E concentrates on the dynamic engagement of essential partners.

Involvement needs to go past usage or gift of free work and money commitments and reaches out to approach choices. Individuals need to appreciate fundamental flexibilities in order to have the capacity to openly convey what needs be and to build up their maximum capacity in zones of their own decision. Long (2009) noticed that acknowledgment and support for more prominent association of nearby individuals' points of view, learning, needs and aptitudes displays a contrasting option to benefactor driven and pariah drove development.

Jaszczolt et al (2010) in their recommendations emphasized that both the private and the public sector need to be educated on PM&E through handbooks in order to increase quality, establishment of a national professional association of evaluators to aid in developing technical skills among the M&E specialists, as well as develop a widely accessible depositor

for evaluation reports in order to learn from previous experiences. Likewise, the Public Benefit Organization Act, 2013 first schedule, part II section 13 on monitoring, evaluation and reporting, calls for the organizations to work together through result-based management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for PM&E for development and impact of their work. They are also required to evaluate progress and success they have achieved annually (Ondieki & Matonda, 2013). Conversely, Participatory monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes (Engela & Ajam, 2010).

The World Bank's internal evaluation unit has found that most community based projects based in Africa have performed better than the region's other projects as a whole (World Bank, 2012). Yet only one in the five of these communities based projects, had a likelihood of sustainability. This is because they lack an efficient monitoring and evaluation system (IFAD, 2012). There are some common problems that have been identified to be facing the implementation of monitoring and evaluation. These mainly include; insufficient view of and focus to monitoring and evaluation in project design, inadequate resources both in terms of finances and human resource, lack of skills in monitoring and evaluation which makes it hard to identify and interpret the indicators, lack of commitment by the management and the project staff (IFAD, 2012; UNDP, 2012). This leads to delay in implementation of the system and a lack of information use by the project managers (IFAD, 2012).

An issue in African nations, and maybe in some other regions, is that while segment services gather a scope of performance information, the nature of information is frequently poor. The CLEAR (2012) report takes note of that the M&E component of Benin depends on the national insights framework for estimation and information. The Benin framework employees have significant fundamental training, yet there are very few of them and their insight is not frequently redesigned. Moreover, access to information and data remains a huge task, especially access to information to be gathered, additionally with respect to information officially prepared. At last, the CLEAR report contends that the data assembled through the Benin M&E framework is not adequately considered.

In Ghana, following quite a long period of actualizing the national M&E framework, critical advance has been made (CLEAR, 2012). Be that as it may, challenges incorporate serious money related limitations; institutional, operational and specialized limit imperatives; divided and clumsy data, especially at the segment level. To address these difficulties the CLEAR

report contends that the current institutional plans will must be fortified with satisfactory ability to bolster and maintain successful observing and assessment, and existing M&E components must be reinforced, orchestrated and viably planned.

Kenya's Vision 2030 is the nation's growth blue print which goes for changing the nation into an industrializing, center pay nation giving quality life to every one of its nationals by the year 2030. The vision is established on three columns to be specific; social, monetary and political columns which in this manner require substantial interest in foundation administrations coming about to a hole in consumption given the yearly Kenya's financial plan and distribution on framework spending (GoK, 2015).

Kibera is one of the biggest ghettos in Africa and houses a populace of very nearly 1 million individuals in a region of roughly 2.5 km<sup>2</sup> (GOK, 2017). A vast segment of the occupants work in the capital's mechanical division and win around 1 dollar a day. The Kenyan government simply like the British pioneer organization before declines to give the occupants of Kibera with property rights to the land they live on, because of its Slum leeway strategy (Joireman and Sweet, 2008). As indicated by Oduwo (2014), the Government of Kenya (GoK) is right now offering need to evenhanded and reasonable advancement activities to enhance the welfare of its natives. Such development projects in Kibera slum include road construction, electricity connection, drainage system, and water supply projects. Most of these projects are labor intensive and involve community participation.

It has been observed that, Non-Governmental Organizations (NGOs) are mostly depicted as the channel through which; riches streams from rich to developing nations Kenya included, neediness diminishment, and strengthening of poor people (Engela and Ajam, 2010). This has prompted to hazardous development of global and neighborhood non-legislative associations in Kenya. As per World Bank (2014), Kenya got open current exchanges (cash sent to non-legislative associations and common society associations) worth US\$ 0.08 billion in the most recent year.

## **1.2 Statement of the Problem**

While there is a significant zeal for participatory monitoring and assessment (PM&E) in checking and assessment, the claim to its adequacy has scarcely been tried observationally. The writing looked into by and demonstrates that little work has been done to assess whether the normal aftereffects of cooperation are all around grounded in self evident or replicable cause-impact connections (Burton et al., 2012). Moreover, while it has been noticed that

social manageability have key issues with imperative interrelationships, examination of supportability has in the past concentrated basically on financial and natural maintainability (Bailey, 2009). Likewise, endeavors in measuring strengthening flow have in the past focused on the real practice of organization while ignoring its impacts on the institutional setting 2013 which has a direction on usage handle (Ibrahim and Alkire, 2013).

PM&E has picked up unmistakable quality over more customary ways to deal with checking and assessment in the creating nations particularly in Africa (Tana, Onyango, Ochola and Omolo, 2012). Though observing and assessment in the past has been judgmental where outer specialists are contracted to assess the venture against the goals, PM&E looks to include all recipients and partners during the time spent creating targets and pointers by proposing neighborhood arrangements (Diba, 2012).

Various local funded projects have bombed chiefly because of ineffectual participatory observing and evaluation institution. Most of the government projects in Kenya (66.7%) fail because of poor monitoring and assessment amid the venture execution prepare. Kipyego (2011) did a study on adequacy of PM&E on Kazi kwa Vijana extends in Kakamega Central District and found that there is political obstruction on the viability of PM&E which prompts to failing to meet expectations of Kazi kwa Vijana extends in the time of study, Ondieki and Matonda (2013) watched that there had been inability to connect with local groups to air their perspectives, needs, difficulties and needs and additionally inadequate with regards to ability to arrange, actualize, screen and assess extends effectively. This is resounded by Oduwo (2014) who showed that because of the low level of instruction, the group individuals as partners don't know about their part in the ventures. Odongo (2015) concentrated on the interceding part of native strengthening in the relationship between participatory checking and assessment and social maintainability: an instance of Karemo range improvement program, Siaya County Kenya while, Gakuu, Kidombo and Kibukho (2015) explored the impact of participatory observing and assessment on native strengthening results: a case of Karemo division, Siaya County.

The above studies show that the PM&E systems are not performing satisfactorily in public institutions. Building a result based PM&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by the county government to check on the effective use of the public funds, impact and benefits brought by the projects. This study therefore sought to bridge this gap by answering the question; what are the



institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera slum, Kenya?

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

The study investigated institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera slum, Kenya.

### **1.4 Objectives of the Study**

The study was guided by the following objectives:

- i. To establish the effect of staff competence on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum
- ii. To assess the effect of resources adequacy on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum
- iii. To evaluate the effect of institutional accountability on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum
- iv. To determine the effect of management support on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum

### **1.5 Research Questions**

The study sought answers to the following research questions:

- i. What is the effect of staff competence on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?
- ii. To what extent does resources adequacy affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

- iii. How does institutional accountability affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?
- iv. What is the effect of management support on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

### **1.6 Significance of the Study**

It is hoped that the outcomes of the study would offer important contributions from both a theoretical and practical point of view. From a theoretical outlook, the outcomes of this study would expand the understanding of institutional determinants of participatory monitoring and evaluation systems usage among group based development projects. The stakeholders are bound to benefit as the study highlights key areas of participation in monitoring and evaluation. The findings might further be used as a pilot project by other government corporations hence promoting project ownership and encouraging inclusivity by tapping on indigenous knowledge therefore improving chances and status of project(s) sustainability and people's participation.

The study findings would also be used by the government and particularly policy makers, planners and program implementers to run projects in the Country more so in slums around the Country. The research findings lay some foundations for further research on factors affecting institution of effective participatory monitoring and evaluation systems in Kenya. It would also contribute to the available literature in Monitoring and Evaluation.

### **1.7 Delimitation of the Study**

This study was on the institutional factors affecting institution of effective participatory monitoring and evaluation systems among community based development projects in Kibera slum, Nairobi County. Kibera slum was chosen as the study area since it was one of the areas where most government projects are not successfully implemented. Monitoring and evaluation stakeholders within community based development projects formed the population for the study.

## **1.8 Limitations of the Study**

The study expected to come across some limitations that would obstruct access to data that the study looks for. The respondents in this study were hesitant in giving information expecting that the data being looked for could be utilized to threaten them or print a negative image about them. The researchers took care of this by carrying an introduction letter from the University with guarantee them that the data they were to offer was to be treated with privately and would be utilized only for academic purposes.

The other limitation that the study was based in Kibera slum the study could not include more slums around the Country owing to the amount of time and resources available. This study could have therefore suffered from generalizability of the results if the nature of projects undertook was significantly different from those in Kibera slum such as donor funded and implemented projects.

In addition, the findings of this study would be limited to the extent to which the respondents were willing to provide accurate, objective and reliable information. The researcher checked for consistency and test the reliability of the data collected.

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

The study assumed that there would be no genuine changes in the organization of the objective populace that may influence the viability of the study test. This study also assumed that the respondents would be straightforward, agreeable and objective in the reaction to the study instruments and would be accessible to react to the exploration instruments in time. At long last, the study accepted that the dominant presences in the organizations would concede the obliged consent to gather information from employees.

## **1.10 Definition of Significant Terms Used In the Study**

The following are the definitions of terms that were used throughout this study:

**Institutional accountability:** This refers to giving and demanding of reasons for conduct.

This definition brought out some of the key elements of accountability

**Institutional determinants:** These are internal aspects in an organization that have a direct influence in the implementation of the various functions.

**Management support:** This is when high level managers in a corporation seek to help lower-level employees to develop a certain behavior or assist them perform their duties.

**Participation:** a process in which different actors negotiate and share control over development initiatives and the related decisions and resources, with particular attention being given to involving groups that had been previously excluded or marginalized.

**Participatory monitoring and evaluation system:** a process in which the primary stakeholders of any development intervention are actively involved in examining whether the programme or project has achieved its objectives, or whether it is progressing in the right direction.

**Resource Adequacy:** Refers to sufficiency of an economic or productive factor required accomplishing an activity, or as means to undertake an enterprise and achieve desired outcome.

**Staff competence** - Staff competency is the possession of appropriate mix of skills, knowledge and expertise, the motivation and will to act, experience in carrying out monitoring and evaluation programs, accurateness in conducting monitoring and evaluation and the time taken to complete a particular monitoring and evaluation assignment. .

### **1.11 Organization of the Study**

This study is organized out into five chapters. Chapter one contains the introduction to the study. It presents background of the study, statement of the problem, purpose of study, goals of the study, research questions, importance of the Study, delimitations of the study, limitations of the Study and the meaning of terms. Further, chapter two reviews the literature in light of the objectives of the study. It advance took a gander at the applied system lastly the outline. Chapter three covers the research methodology of the study. The chapter portrays the exploration outline, target populace, examining methodology, instruments and procedures of information gathering, pre-testing, information examination, ethical considerations lastly the operational meaning of factors. Chapter four presents analysis and findings of the study as set

out in the research methodology. The study closes with chapter five which displays the discussion, conclusion, and recommendations for action and further research.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter provides an extensive literature and research related to institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects. The chapter is thus structured into theoretical, conceptual and empirical review. The study also presents the knowledge gap the chapter seeks to fulfill.

#### 2.2 Participatory Monitoring and Evaluation Systems Implementation

Worldwide there has been a demand in the uptake of Monitoring and Evaluation as the need to improve inclusivity of beneficiaries in projects is being emphasized by donors. According to Mulwa (2008), the use of conventional Monitoring and Evaluation has been on the rise though there is a need to shift from the conventional Monitoring and Evaluation method to participatory Monitoring and Evaluation method which improves inclusivity. World Bank (2011) asserts that PM&E creates a good environment for interaction between stakeholders and bring on board resources available, use and monitor and evaluate impact brought by the resources. In this case, all stakeholders are able to improve on mitigation factors by engaging in development matters with the government, participatory resource audit, identification of gaps and suggesting the way forward.

According to Chikati (2010), participatory monitoring encourages continuous monitoring of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Participatory Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects (Rossman, 2012).

A participatory approach is enabling on the grounds that it guarantees the right for individuals to control the way toward settling on assessment choices and actualizing them. Participating in an evaluation all the way can give partners a feeling of responsibility for results; give convenient, dependable, and legitimate data for administration basic leadership, increment cost-viability of M&E data The motivation behind assessment is to help the partners of a venture to better comprehend whether their diligent work is having the effect they want. Furthermore, assessment means to investigate the past to comprehend the eventual fate of the

venture (Gaventa and Blauert, 2007). (PM&E) offers improvement associations a large group of chances for enhancing the execution of the tasks embraced by both the Government and private organizations.

In the course of recent years, PM&E has picked up conspicuousness over more ordinary ways to deal with monitoring and evaluation in the creating nations particularly in Africa. While checking and assessment in the past has been judgmental, PM&E tries to include every single key partner during the time spent creating structure for measuring comes about and thinking about the tasks' accomplishment and proposing arrangements in view of nearby substances (Coupal, 2011). Participatory checking and assessment consequently is an essential condition for guaranteeing the supportability of improvement process in African based projects. PM&E includes the appraisal of progress through procedures that include numerous individuals or gatherings each of whom is influencing or influenced by the effect being evaluated. The greatest gap around then had been concerning recording of (PM&E).

Countries like Canada, United Kingdom and United States are major donors that support the developing countries. In the United States there exists an American Evaluation Association (AEA). The World Bank (2009) argues that the need for good governance, sustained and rapid development in Africa led to recognition of Monitoring and Evaluation as a profession and as a result the first African Monitoring and Evaluation association was formed in 1998. According to the World Bank, "Putting up an effective M&E system is of enormous value for it makes processes more transparent as well as providing clear regulatory frameworks...to achieving results" (World Bank, 2012). The association formed is known as, Africa Evaluation Association, AfrEA (Naidoo, 2010).

South Africa being one of the African countries that are practicing PM&E in government and local NGOs' has borrowed best practices from developed countries like Canada, United Kingdom and United States among others. According to Naidoo (2010), the system has improved service delivery to the people with various check points on loop holes that include impromptu visits on government ministries, service delivery points e.g. health facilities and police station; training of staff on M&E and also creation of an hotline by the president for the public (World Bank, 2012). In this case, the people are fully involved in Monitoring and Evaluation process hence enabling the stakeholders to analyze, reflect, develop strategies and draw common conclusion on corrective measures to be taken in future projects (Nuguti, 2009).

In Kenya there is an evaluation society of Kenya, ESK, which was founded in 2010. The society aims at bringing the evaluators together, formation of a vibrant evaluation team and network, help in strengthening of evaluators' skills through capacity building initiatives. There exists Monitoring and Evaluation Directorate (MED) which is part of the Ministry of Devolution and planning in Kenya. It is a major policy instrument conceptualized in 2003 to monitor progress of the Economic Recovery Strategy (ERS) (GOK, 2009).

Borrowing a leaf from South African Government, the Kenya government has also started ministry contracting method where each ministry outlines what they would want to do, indicators and expected outcomes (GoK, 2008). The participatory Monitoring and Evaluation approach has been very effective in many social economic development projects in Africa and the world at large. Bayer and Bayer (2012) in their study in West Africa and Kenya reveal the importance of PM&E in enhancing sustainability and project impact to the beneficiaries. According to the authors a project run by GTZ in Marsabit, Marsabit development project (MDP), the need for PM&E was highly emphasized so as to promote self-help capacity. In many instances as reported by Bayer and Bayer (2012), lack of community

### **2.3 Staff Competence and Participatory Monitoring and Evaluation Systems Implementation**

Human capital, with proper training and experience is vital for the production of PM&E results. There is need to have an effective PM&E human resource capacity in terms of quantity and quality, hence PM&E human resource management is required in order to maintain and retain a stable PM&E staff (World Bank, 2014). This is because competent employees are also a major constraint in selecting PM&E systems. PM&E being a new professional field, it faces challenges in effective delivery of outcomes (Gorgens & Kusek, 2010).

The UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation, by stating that staff working should possess the required technical expertise in the area in order to ensure high-quality monitoring and evaluation. Implementing of an effective PM&E demands for the staff to undergo training as well as possess skills in research and project management, hence capacity building is critical (Käyhkö, 2011). PM&E practical training is



important in capacity building of personnel because it helps with the interaction and management of the PM&E systems.

PM&E training starts with the understanding of the PM&E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators. Training should therefore be practical focused to ensure the understanding (CPWF, 2012). Theory of change which is also called the program theory/result chain/program rationale display/attribution rationale (Perrin, 2012); it is a causal rationale that connections look into exercises to the craved changes in the performing artists that a venture focuses to change. It is hence a model of how a venture should function. The capacity of a theory of progress is to give a guide of where the venture is heading while observing and assessment tests and refines that guide (CPWF, 2012).

Skilled work force staff entrusted with monitoring ought to have required specialized mastery in the region (Perrin, 2012). Where essential, ability levels ought to be increased to address the issues and with continuous interests in growing such limit inside the workplace as vital. Particular considerations for planning and financing for assessment Program units ought to gauge and show financial necessities and financing implies for every assessment in the assessment arrange. While assessing the cost for an assessment, the length and extent of the assessment ought to be considered.

The M&E framework can't work without talented individuals who adequately execute the M&E errands for which they are capable. Thusly, understanding the abilities required and the limit of individuals required in the M&E framework (undertaking human limit appraisals) and tending to limit crevices (through organized capacity improvement projects) is at the heart of the M&E framework (Gorgens & Kusek, 2010). The failure to have enough skilled and knowledgeable M&E officers in organizations has led to poor development of the systems that mainly capture and develop too many indicators, focus on operations rather than the strategy to use to get better outcomes.

In critiquing the development approach World Bank (2012) identifies capacity building as a major challenge to economic growth. According to AMREF (2010), there is much attention on Monitoring; procurement processes, disbursement of resources and financial use but little attention on capacity development. Karuoro (2010) presumes that good development depends on much more than good financial management. Brock and Pettit (2007) adds that training is

a key participatory approach that knowledge can be transferred from the facilitators' to the beneficiaries hence enhancing beneficiaries' skills and open more avenues for other strategies.

In South Africa it is a constitutional right for people to participate in development projects. According to Naidoo (2010), participatory monitoring in South Africa focuses on empowering the beneficiaries, bringing on board the populars, enhancing transparency and accountability. The author argues that Participatory Monitoring and Evaluation is very vital and important in promoting development and democracy. On the other hand, Mulwa (2008) points out that illiteracy is a key hindrance to Participatory Monitoring and Evaluation hence calling for capacity building. The aspects of PM&E is said to empower people in such areas hence promoting sharing and learning among stakeholders thus ensuring indigenous knowledge is brought on board (McCarthy, 2004).

Human capacity is a major restraint to monitoring and evaluation in numerous developing nations in Africa. While monitoring and evaluation units or advisory groups do exist in numerous national projects, they are for the most part significantly understaffed and their work is regularly constrained to overseeing sero-reconnaissance frameworks (UNAIDS, 2011). Limit building is indispensable if monitoring and evaluation frameworks are to be reinforced. In the event that limit can't be kept up inside the national program, systems can be made to access outside abilities as fundamental. Staffing is an exceptional sympathy toward monitoring and evaluation work since it requests extraordinary preparing and a mix of research and venture administration aptitudes (Worldbank, 2014). Additionally, the adequacy of monitoring and assessment work regularly depends on help from staff and volunteers who are monitoring and evaluation specialists. Consequently, limit building is a basic part of executing great observing and assessment work.

The lack of training prompts to wasteful aspects which hinder adoption of PM&E in administration in numerous group development projects in Kenya. Political obstruction opens ways to uncouth individuals who don't comprehend the parameters utilized as a part of monitoring and evaluation (GOK, 2009). In as much as M&E has been carried in school, effective adoption of participatory practice has not been realized. This is so because most the key participants who are board of governors (BOG) and parent representative (PTA) are not

competent enough to carry out PM&E. In some cases they are unwilling to do this duty because they are not well remunerated (Oyuga, 2011).

#### **2.4 Resources Adequacy and Participatory Monitoring and Evaluation Systems Implementation**

Adequate resources guarantee successful and quality monitoring and evaluation. The acts of sending of staff for observing change among associations. Spending impediments are reliably one of the best imperatives to executing M&E. While undertakings can regularly adjust for an absence of specialized limit through preparing or potentially outsourcing, they can't make up for the absence of cash. Tzanakis (2013) states that participatory checking and assessment (PM&E) is a procedure through which partners at different levels take part in observing or assessing a specific venture, program or approach, share control over the substance, the procedure and the aftereffects of the checking and assessment (M&E) action and take part in taking or recognizing restorative activities. PM&E concentrates on the dynamic engagement of essential partners. Doing M&E costs cash and, contingent upon how yearning venture implementers are about their M&E framework, it can cost a lot of money.

National monitoring and evaluation frameworks in asset restricted settings have a tendency to be incessantly tested, with constantly fragmented reporting and mistaken information representing a noteworthy danger to their utility (Kawonga, 2012; IFAD, 2012). Leading M&E exercises requires that an association contribute important assets, including cash and people groups' opportunity. At the most punctual phase of outlining a M&E movement, key partners must settle on a choice on whether the action merits seeking after given the normal utilize and expenses. No less than an unpleasant spending plan for the action is in this way required as a component of in advance arranging. This might be done at first as a feature of a general M&E arrange and again as a first draft of ToR is created (Estrella, 2010). The project spending plan ought to give an unmistakable and sufficient arrangement for monitoring and evaluation exercises.

Financial assets for monitoring and evaluation ought to be assessed practically at the season of anticipating usage of monitoring and evaluation (UNDP, Handbook on arranging , monitoring and evaluation for advancement comes about., 2009). The accessibility of funds will figure out what can be accomplished similarly as execution, reinforcing and manageability of monitoring and evaluation framework is concerned (UNAIDS, 2008a). The CLEAR (2012) report takes note of that the M&E component of Benin depends on the

national insights framework for estimation and information. The Benin framework employees have significant fundamental training, yet there are very few of them and their insight is not frequently redesigned. Moreover, access to information and data remains a huge task, especially access to information to be gathered, additionally with respect to information officially prepared (Report on the Global AIDS Epidemic 2008).

Moreover, it is essential to dispense required finances every year for every result on the premise of arranged expenses of monitoring and evaluation from general program spending plan to the office or store (Nisar, 2013). It is imperative that accomplices consider the assets required for monitoring and evaluation and concur on a reasonable course of action to fund the related exercises. Such plans ought to be archived toward the start of the program to empower accomplices to move fundamental supports as per their strategies. For great monitoring and evaluation, there ought to be an astounding learning instrument and in addition a way to enhance program.

The failure to consider Monitoring and Evaluation in the design stage and poor pay to evaluators is seen as a key challenge in setting up and running a M&E system (World Bank, 2009). According to Omiti, Mude, and John (2007), many organizations fail to decentralize and allocate resources as they consider Monitoring and Evaluation as just has an activity. In essence, Monitoring has assumed a major biasness compared to Evaluation that receive little or no attention if any. According to Rubin and Rubin (2008), organizations sight lack of funds to conduct Monitoring and Evaluation or even document aspects of PM & E in their projects. Brock and Pettit (2007) argue that Participatory Monitoring and Evaluation is an expensive venture that requires a lot of resources but is a sure way of ensuring people are brought on board for sustainable development.

Financial availability is the stronghold of implementing a strong and effective monitoring and evaluation (Global fund, 2013). IFAD (2012), in its report noted that most developing countries are being faced with the challenge of implementing a sound monitoring and evaluation due to lack of control on their funding. Therefore, the donors need to put more emphasises on the establishment of sound monitoring and evaluation systems through factoring this in the funding (World Bank, 2012). This is the only way to ensure that most of these projects realise their goals and leave a sustainable impact on the society.

Kaarin and Njuki (2013) indicate that resource availability is a basic element of participatory monitoring and evaluation and increases the likelihood that running project activities and resource allocation could continue until the project ends and reach chance to grab advantages.

Conducting M&E activities requires that an organization invest valuable resources, including money and peoples' time. At the earliest stage of designing an M&E activity, key stakeholders must make a decision on whether the activity is worth pursuing given the expected use and costs. PM&E training starts with the understanding of the PM&E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators. Training should therefore be practical focused to ensure the understanding. At least a rough budget for the activity is therefore needed as part of up-front planning (Estrella, 2010).

## **2.5 Institutional Accountability and Participatory Monitoring and Evaluation Systems Implementation**

Käyhkö (2011) outlines a number of approaches that can be used in evaluating institutional accountability in county government: First, institutional accountability is approached as a strategic issue with the help of three subordinate questions; by exploring the various aspects of public management and the results definition, by scrutinizing institutional accountability as a question of legitimacy and ethics, and by raising issues which concern the citizen. Käyhkö (2011) also contends that institutional responsibility can be valuable in setting high level key goals. Käyhkö puts more accentuation on the requirement for change from an even minded tone to the genuine quality-situated execution and moral thinking. Hence, basic institutional responsibility contains: A relationship where no less than two gatherings are included and that there is a trade where by on one side there is an exchange of power and additionally asset, while consequently there is some type of record or answerability and on the opposite side there is control in light of this record or answerability. It is this last open component that is the embodiment of basic institutional responsibility and isolates the idea from other related ones, for example, answerability and responsiveness.

Awareness is developing and cooperation by projects outline and execution brings more noteworthy responsibility for targets, responsibility and empowers the supportability of venture advantages. Goals ought to be set and markers chose in interview with partners, so that destinations and targets are mutually possessed (Chesos, 2010). Generally observing and assessment have been utilized by benefactor and government offices to consider recipients

and program beneficiaries responsible to concur objectives and execution targets. Progressively, as a more various base of members take in the abilities of assessment and observing, traditional ways to deal with PM&E are being tested.

PM&E is viewed not just as a method for considering project beneficiaries and program beneficiaries responsible, additionally as a route for venture members and nearby residents themselves to screen and assess the execution of contributor and administrative establishments. Chesos (2010) for example, call attention to that there should be a crucial realignment of the relationship between contributor organizations and recipients. They propose building associations between these significant partners, which would permit proportional assessments to occur, so those benefactors themselves are liable to some type of responsibility. In this unique circumstance, responsibility turns into a two-way trade relationship between the individuals who give budgetary assets and the individuals who legitimize the payment of those assets. Facilitate, the World Bank (2012) showed that Monitoring and Evaluation ought to be participatory in order to enable the less favored furthermore to enhance extend straightforwardness and responsibility. Mulwa (2008) be that as it may, contends that there is a disappointment inside the corporate in issuance of significant reports as the associations fear being straightforward and responsible.

## **2.6 Management Support and Participatory Monitoring and Evaluation Systems Implementation**

The project management as earlier noted is the discipline of planning, organizing, motivating, and managing resources to achieve specific goals (Nokes, 2007). The project management is the backbone of the project, through their actions and moves they determine the direction of the project. They have the obligation to understand what is going on in the program or project, which viewpoints require restorative activity, what the outcomes are normal, and which lessons can be learned and imparted to each other, yet they ought not just be beneficiaries of observing and assessment reports (Langi, 2008). One successful path for administration to add to the accomplishment of program or venture's goals is to be specifically required in the observing and assessment handle - in the definition of basic inquiries and in the gathering and investigation of information. This empowers them to take an interest specifically in the appraisal of the importance, execution, and accomplishment of the program or extend and in prescribing how to enhance the nature of present and future mediations.

Project management is the team in charge of the project and it includes: project manager, project staff, PM&E staff and implementing partners (CARE, 2012). To ensure the success of the PM&E system, the management needs to support it (World Bank, 2011). The project management is responsible for making decisions and strategic planning of the project. It also manages the PM&E system by tracking indicators, producing quarterly project reports and annual strategic reports (IFRC, 2011). The project manager ensures that the project staffs carry out their jobs effectively (Guijt, 2009). The project staff does the implementation role where they collect monitoring data and present it in weekly and quarterly reports (IFRC, 2011).

For a PM&E to function as a managing tool, the project management and PM&E staff need to identify and act on the project improvements. Also for the PM&E to be more effective it should be coordinated by a unit within the project management in order to facilitate management's quick use of the PM&E information (Guijt, 2009). It is the project management also that decides when project evaluation should be done. If the project management fails to pay attention to the operations of the PM&E, it decreases its significance to the project staff. The PM&E procedure consequently gives valuable data to basic leadership to all levels of project administration (Gaitano, 2011). Otieno (2010) states that there are eight noteworthy qualities to great administration, which are: participatory, agreement arranged, responsible, straightforward, responsive, powerful and proficient, evenhanded and comprehensive and takes after lead of law.

Managers with the needed information for day-to-day decisions ; key stakeholders with guidance information on the project strategy ; project early warnings signs; empowerment to beneficiaries; capacity building as well as assess progress and build accountability (Welsh et al., 2011). Monitoring and evaluation is therefore a learning process that centers on efficiency, effectiveness and impact of the project. However for PM&E to deliver proper planning has to be in place, by which progress and achievements are measured against (Shapiro, 2011).

Monitoring and evaluation is likewise observed as a commitment forced from outside, with venture staff mechanically finishing structures and venture supervisors seeing the undertaking as simply the accumulation of information and composing of reports for benefactors (World Bank, 2014). On occasion unimportant and low quality data is created through monitoring and evaluation as it concentrates just on the physical and money related viewpoints and disregards components, for example, venture's effort, impact and effect (Khan, 2013). As indicated by (McLaughlin and Jordan, 2009), picking what to gauge, gathering and breaking down the information vital for development estimation is new to numerous directors. Be that as it may, setting up applicable monitoring and evaluation markers will set the standard to quantify their accomplishment. Pointers for use in monitoring and evaluation ought to be chosen amid the detailing phase of a program or project when the goals are being built up (UN-HABITAT, 2013).

Monitoring and evaluation markers recognized amid execution, ought to empower the appraisal of procedures, results, and effect, giving a solid assessment of the achievement or disappointment of a venture or a program (Nash, et al., 2009). In a perfect world, pointers ought to highlight key components of progress that can be ascribed to program exercises. Pointers ought to be promptly accessible from existing information sources or ought to be conceivable to acquire all the time requiring little to no effort. Endeavors ought to be made to guarantee that the marker is all around characterized, simple to gather, simple to decipher, and fit for exhibiting changes after some time. Along these lines aptitudes in monitoring and evaluation are essential in its usage procedure (UNEP, 2011).

Look into chiefs need to settle on the best way to assemble and break down the data and in addition archive an arrangement for an observing and evaluation framework (Goyder, 2009). Setting-up a monitoring and evaluation framework participatorily is attractive in light of the fact that it assembles partners' comprehension of the venture and makes a build up a structure, approach or framework that is composed inside the institutional setting, institutionalize information accumulation to guarantee that outcomes are substantial and equivalent (Khan, 2013).



Administration support in monitoring and evaluation usage can deliver compelling correspondence for different goals. These incorporate encouraging correspondence of 'early wins' to expand support and enroll engagement of the individuals who are not yet connected with, guarantee access of early items and administrations of activities for proposed recipients, prepare extra assets to fill asset holes, and guarantee powerful utilization of lessons learned in future basic leadership (Chaplowe, 2008). Administration support all through the programming cycle guarantees possession, learning, and maintainability of results. Proceeded with partner cooperation in observing and assessment can't be expected. It must be systematized. Particular measures must be incorporated with program and venture administration procedures to guarantee proceeded and compelling association of partners (UNDP, 2012).

Administration association improves the believability of the assessment procedure and guarantees expanded acknowledgment of the discoveries. A solid results-administration prepare plans to connect with different partners in intuition as straightforwardly and imaginatively as could be expected under the circumstances about what they need to accomplish and urge them to sort out themselves to accomplish what they have conceded to, incorporating setting up a procedure to screen and assess advance and utilize the data to enhance performance.

## **2.7 Theoretical Orientation**

This section discusses the theoretical foundation on which the study is anchored. The study will be grounded on the empowerment theory which is supported by the public participation theory.

### **2.7.1 Empowerment Theory**

PM&E procedures are typically actualized in communities with the aim of engaging residents (Bailey, 2009). The cause of strengthening as a type of theory is followed back to the Brazilian humanitarian and teacher, Paulo Freire (Hur, 2012). Paulo Freire's, the instructional method of the abused (1970) gave the reasonable construct to the level headed discussions in light of strengthening. In any case, as indicated by Bailey (2009), Ernst Friedrich Schumacher's 'Little is Beautiful '(1 973), which came into flow at a comparative time with Freire's piece, is additionally known to have impacted the level headed discussion on strengthening. Strengthening hypothesis hypothesizes that cooperation in basic leadership may improve individual's feeling of strengthening and that enabled people are probably going to be dynamic in community organisations and community activities.

Theories of empowerment cover various measurements of life. Hur (2012) contends that empowerment theories are concerned with the procedure, as well as with results that can create more noteworthy access to assets and power for the hindered. An engaging intercession is what manufactures limit of people to decidedly impact their prosperity results. Much the same as social capital, strengthening is agent at different levels: individual or individual, interpersonal, authoritative, group, and aggregate (Hur, 2012). Zimmerman et al. (2009) watches that the concentration of both empowerment theories and practice is to comprehend and fortify procedures and setting where people pick up authority and control over choices that influence their lives. Accordingly, intercessions that give certifiable chances to people to take an interest may help them build up a feeling of mental strengthening (Zimmerman, 2009; Zimmerman et al., 2009). Regularly accordingly, an enabling advancement process may start with an ecological appraisal of the chances to take an interest and create techniques to incorporate members in the outline, usage, observing and assessment of intercessions.

Empowerment, be that as it may, is not a panacea for all individual and social illness. It has been defined as excessively individualistic and strife situated, bringing about an accentuation on authority and control as opposed to collaboration and group (Hur, 2012). As per Hur (2012), in spite of the fact that the act of empowering is successful for the evacuation of feebleness, certain elements still exist that may hinder the indication of strengthening. He refers to hierarchical perspectives, for example, a generic bureaucratic atmosphere, supervisory styles depicted as tyranny and negativism and in addition subjective reward frameworks as impediments to strengthening. The other contention against the strengthening hypothesis is the "free" way in which empowering as an idea is confined.

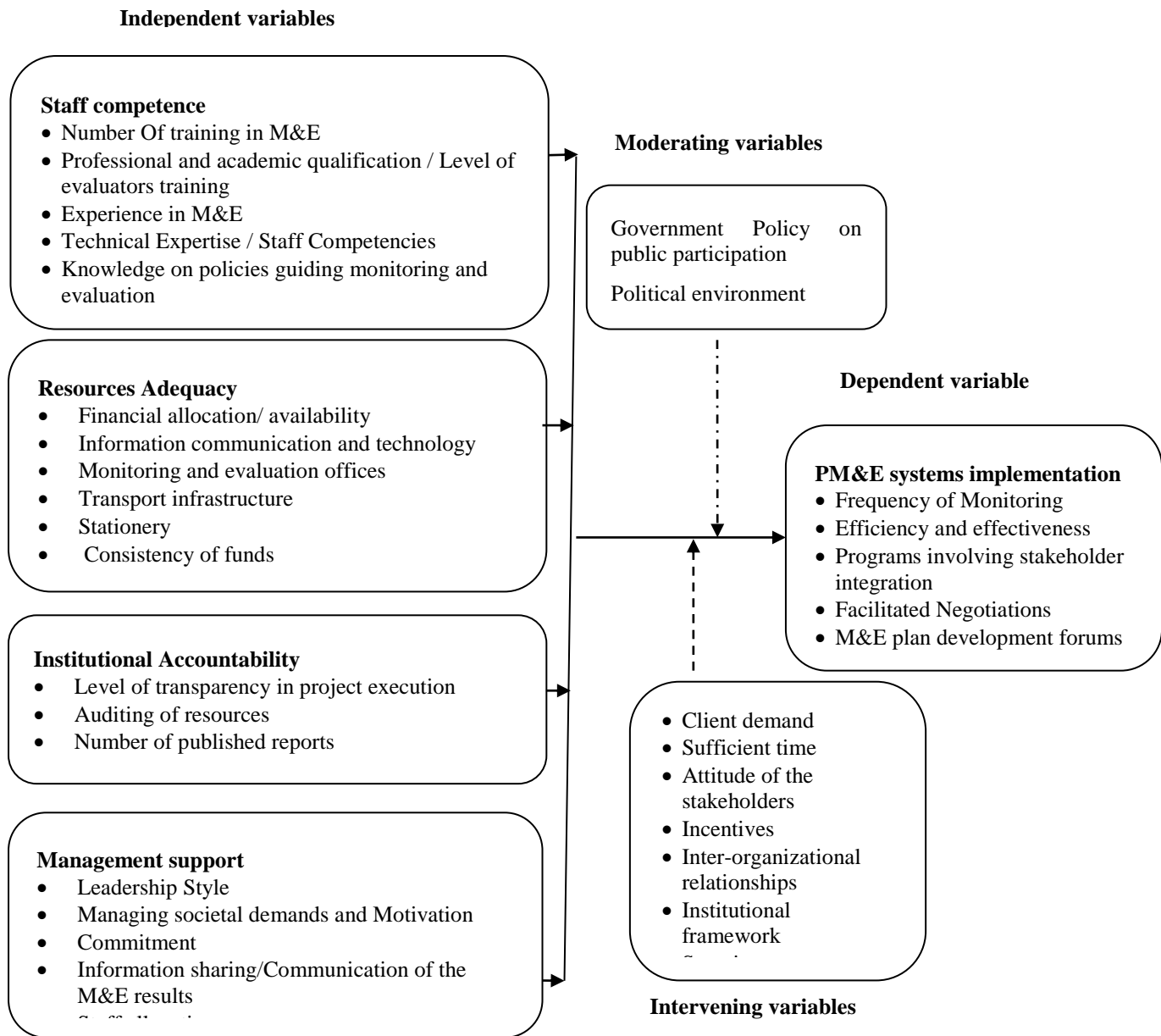
### **2.7.2 Public Participation Theory**

researchers and numerous scholars have agreed that project success concerns cost, time and quality, as well as the fulfillment and successful administration of the considerable number of partners included (Bourne and Walker, 2011). The focal thought along these lines is that a program/venture's prosperity is subject to how well the association deals with the associations with key gatherings, for example, clients, representatives, providers, groups, agents, and others that can influence the acknowledgment of the venture targets. The social duty of the administration claimed Special Purpose Vehicle (SPV) in this manner essentially increments, and outer connections get to be significant for the accomplishment of the venture. Stakeholder administration is a conclusive element too for a venture's prosperity or disappointment and in this manner ID of partners and their inclusion ought to be a piece of the venture's arranging procedure (Bourne and Walker, 2011). Most undertakings/program comprise of people and gatherings with various interests and motivational impetuses, subsequently this makes the majority of government tasks/programs complex specifically as a result of the need to fuse viewpoints of a substantial number of gatherings included (Yescombe, 2013).

### **2.8 Conceptual Framework**

Under the new approach participatory observing and assessment progressively include neighborhood individuals in checking their own assets and activities. Participatory observing and assessment can be less expensive and more effective than remotely determined checking and it too energizes capable asset utilize (Danielsen et al., 2015). The contribution of the general population specifically or in a roundabout way hurries the rate of advancement. The reasonable system of the study can be abridged in the figure 1. It demonstrates the

relationship between free factor and ward variable. Besides it likewise demonstrates different components, directing and interceding factors that can play in and influence both autonomous and ward factors in this study.



**Figure 1: Conceptual framework**

## 2.9 Summary and Research Gaps

This study is grounded on public participation theory, which has throughout the years picked up unmistakable quality because of its attention to individual needs and group. Ineffectively functioning public sector are significant requirements to indicators of fair advancement in

many developing nations. Guaranteeing institutional responsibility can be helpful in setting abnormal state vital destinations. Goals ought to be set and pointers chose in conference with partners, so that destinations and targets are jointly owned.

Human capital, with proper training and experience is vital for the production of PM&E results. There is need to have an effective PM&E human resource capacity in terms of quantity and quality, hence PM&E human resource management is required in order to maintain and retain a stable PM&E staff. The practices of deployment of personnel for monitoring vary among organizations. Further, ensuring institutional accountability can be useful in setting high level strategic objectives. There needs to be a fundamental realignment of the relationship between donor agencies and beneficiaries. Finally, to ensure the success of the PM&E system, the management needs to support it. The project management is responsible for making decisions and strategic planning of the project and also manages the PM&E system by tracking indicators, producing quarterly project reports and annual strategic reports.

Most of the reviewed studies in this chapter have been conducted in developed countries whose approach to PM&E could be different from that of Kenya. Further, the studies have been conducted on other types of projects other than the community based development projects. Again, most of the studies have focused on generally the factors affecting the implementation of the PM&E projects focusing on both the internal and external factors while this study narrows down to the institutional factors. This study therefore seeks to fill all these literature gaps by exploring the institutional determinants of PM&E implementation among community based development projects in Kibera slum, Kenya.

**Table 2. 1: Knowledge Gap**

<b>Author</b>	<b>Title</b>	<b>Methodology</b>	<b>Findings</b>	<b>Gap</b>
Nabulu, L. O. (2015)	Factors influencing performance of monitoring and evaluation of government projects in Kenya: a case of constituency development fund projects in Narok East Sub-County, Kenya	The target population was 138 respondents from which same sample of 122 was obtained from. Numerical data collected using questionnaires was coded and entered and analyzed with help of a computer Statistical Package for Social Scientists (SPSS) version 21 software programme. The data was analysed using Pearson correlation to relate the variables	<ul style="list-style-type: none"> <li>• the level of training on M &amp; E was of central importance to the performance of M&amp; E public projects</li> <li>• There was a high correlation between Influence of Training and Performance of Monitoring and Evaluation</li> <li>• in most Government projects they have not been able to adopt it effectively</li> </ul>	<ul style="list-style-type: none"> <li>-The study is limited to government funded(constituency development funded) projects only</li> <li>-The study used Pearson correlation to relate the variables while the current study uses both correlation and regression</li> <li>-The study focused on implementation of monitoring and evaluation and not implementation of participatory monitoring and evaluation</li> </ul>
Mwangi, S. W. (2013)	Factors influencing effective implementation of monitoring and evaluation in economic stimulus projects In Mukurwe-Ini District, Nyeri County, Kenya'	The target population comprised of selected projects' stakeholders, Stimulus Projects Management Committees, District heads of departments of implementing ministries, District Development Officer (DDO), Fund Manager, local community, religious leaders and other non-state actors. The main instruments for data collection were a self-administered questionnaire and a structured interview schedule.	<ul style="list-style-type: none"> <li>• Availability of resources, competency of staff, adoption of information, communication and technology and stakeholder participation influenced effective implementation of monitoring and evaluation of economic stimulus projects in Mukurwe-ini district to a great extent</li> </ul>	<ul style="list-style-type: none"> <li>-The study focused on economic stimulus projects only</li> <li>-The study focused on implementation of monitoring and evaluation and not implementation of participatory monitoring and evaluation</li> </ul>

Mulandi, N. M. 2013	Factors influencing performance of monitoring and evaluation systems of non-governmental organizations in governance: a case of Nairobi, Kenya.	The study targeted forty programme officers and five programme managers. All programme officers were interviewed while systematic sampling method was employed to sample programme managers. The data collection instruments included a questionnaire and an interview guide.	<ul style="list-style-type: none"> <li>• Data collection was regular with data analysis carried mainly through software. However, the use of software for data analysis was faced with challenges of storage and processing.</li> <li>• programme officers had the training and experience working with monitoring and evaluation systems</li> <li>• the choice of quantitative indicators compared to qualitative indicators was high while baseline surveys were conducted before project implementation</li> </ul>	-The study focused on non-governmental organizations in governance and not community development projects
Abdisalan, J.A. (2012)	The factors influencing the application of participatory monitoring and evaluation in community based projects: a case of IDPs in Mogadishu Somalia	Descriptive design was employed while purposive and a stratified sampling technique was used to sample the study sample. Descriptive statistic in form of frequency and percentage tables was used to analyze the data.	<ul style="list-style-type: none"> <li>• Time was found to be very important in PM&amp;E</li> <li>• Training was also found to be very important in PM&amp;E and it needed a lot of time to be build into the stakeholders</li> <li>• Though identification of those to participate in the study was done using clan elders the implementing agency often found it difficult to identify qualified people for PM&amp;E</li> </ul>	<p>-The study was based in Mogadishu Somalia whose operations and approach to PM&amp;E could be different from that of Kenya</p> <p>-No inferential statistics were computed to generate inferences on the nature of relationship between the variables</p>
Oyuga, B. A. (2011)	Determinants of adoption of participatory monitoring and	The study adopted a descriptive survey design in assessing the factors. The target population was 63	<ul style="list-style-type: none"> <li>• School managers have little knowledge on participatory monitoring and evaluation and efforts should be made by the</li> </ul>	<p>-The study was on public secondary schools and not on community development projects</p> <p>-No inferential statistics were</p>

	evaluation in management of public secondary schools in Kisumu East District, Kenya	public secondary schools out of which 12 had been selected for the study. The total number of board of governors sampled was 120, 12 head teachers, 12 deputy head teachers, 24 parents teachers association members and 3 officers in the District Education Office	<ul style="list-style-type: none"> <li>· appointing authority to train them.</li> <li>· although participatory monitoring and evaluation is practiced its impact is still localized and efforts should be made to encourage wider participation of all stakeholders and training facilitated</li> </ul>	computed to generate inferences on the nature of relationship between the variables
Muronga, B. K. (2011)	Factors influencing the application of participatory monitoring and evaluation approach of managing development projects in Kenya: the case of local links project	Questionnaires, personal interviews, focus group discussion, document analysis and direct observation were used to collect data from the respondents who comprised of the CARE-Kenya LLP staff, officials of selected CBOs, and the care givers.	<ul style="list-style-type: none"> <li>· Although the bottom-up PM&amp;E model was used in the LLP, most of the stakeholders were not sufficiently empowered to fully play their role in the project</li> <li>· some of the stakeholders did not have any formal education thus, found it hard to conceptualize M&amp;E and partake in its implementation</li> <li>· 56% of the respondents lacked M&amp;E skills that were a prerequisite for PM&amp;E of the LL</li> <li>· there were several aspects of PM&amp;E that were not planned well or were not planned for at all</li> </ul>	<ul style="list-style-type: none"> <li>-The study mainly focused on general factors, both internal and external that affect the PM&amp;E implementation, the current study focuses on the internal/institutional factors only</li> <li>-The study only focused on one project (Local Links Project (LLP) in Kibera) and therefore the findings may not be generalized to all community development projects in Kibera.</li> <li>- The study also did not focus on the project beneficiaries</li> </ul>
Kahiga, C. M. (2011)	Factors influencing effectiveness of monitoring and evaluation of	The research adopted a descriptive research design. The study therefore sampled 120 PMCs from a target	<ul style="list-style-type: none"> <li>· PMCs educational qualification are quite low considering that cumulative 41.1 % had not gone past secondary school level</li> </ul>	The study is limited to government funded(constituency development funded) projects only



	constituency development funded projects; the case of Kuresoi Constituency, Nakuru County, Kenya	population of 172 drawn from the projects in 2009/2010 financial year. Questionnaires were then circulated to these committees through the research assistants	<ul style="list-style-type: none"> <li>. PMCs indicator on performance they have developed M&amp;E Schedules/timetables for the guiding their field operations. However, the utilization of the same was found to be weak.</li> </ul>	-The study focused on implementation of monitoring and evaluation and not implementation of participatory monitoring and evaluation
Nyabuto, N. O. (2010)	Factors influencing implementation of monitoring and evaluation of projects in NGO's: a case of East Africa Wildlife Society	The study targeted all subgroups in East Africa Wildlife Society and their donor funded projects. The research was a survey and it used instruments like questionnaires, interviews a. Analysis was descriptive in nature.	<ul style="list-style-type: none"> <li>. higher percentage of M&amp;E officers had a high level of education though little skills of M&amp;E</li> <li>. a higher number of stakeholders were not involved in monitoring and evaluation</li> <li>. the projects do not allocate enough funds monitoring and evaluation</li> </ul>	<p>-The study focused on implementation of monitoring and evaluation and not implementation of participatory monitoring and evaluation</p> <p>-This was a case study of only one organisation - a case of East Africa Wild Life Society</p>

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections are included; research design, target population and sampling, data collection instruments, data collection procedures and finally data analysis.

#### **3.2 Research Philosophy**

Research philosophy is the foundation of knowledge on which underlying predispositions of a study are based (Robson, 2014). This study applied pragmatism philosophical foundation in that is supported by facts mainly data sourced from the main players in the community based development projects in Kibera slum. Pragmatism is a deconstructive model that promotes the utilization of mixed strategies in research, evades the disagreeable issues of truth and reality (Bajpai, 2011), and centers rather on 'what functions' as reality with respect to the examination addresses under scrutiny (Saunders, Lewis and Thornhill, 2012). In that sense, practicality rejects a position between the two restricting perspectives. Further, it rejects the decision connected with the worldview wars between Positivism, perceptions and attitudes (Interpretivist).

#### **3.3 Research Design**

The study employed a descriptive research design. A descriptive design deals with determining the frequency at which something happens or the relationship between variables (Bryman and Bell, 2011). This approach is appropriate for this study, since the study projected to gather complete data through depictions which was useful for distinguishing factors. Bryman and Bell (2011) attest that an descriptive design pursues to get data that portrays existing phenomena by making inquiries identifying with individual recognitions and opinions.

#### **3.4 Target population**

According to Sekaran and Bougie (2010), a population is the total collection of elements about which we wish to make inferences. The target population for this study composed of 571 stakeholders in Kibera slums, Nairobi County as shown in Table 3.1.

**Table 3. 1: Target Population**

<b>Category</b>	<b>Group</b>	<b>Target Population</b>
<b>Project</b>	County representatives	36
<b>Beneficiaries</b>	Chiefs, assistants & village elders	13
	Religious Leaders	16
	Youth Leaders	23
	Women Leaders	17
	Traders Association	21
	Jua Kali Artisans Association	6
	Community Health Worker	13
	Contractors (2 per project for 47 projects)	94
<b>Project Implementers</b>	Project Management Committee members (6 per project for 47 projects)	282
	County Development Officer	3
	Fund Manager	7
	Government Regulatory Agencies (NEMA, County Planner, Public Works Officer)	17
	NGOs Officials	23
	<b>Total</b>	

Source: Nairobi County (2015)

### 3.5 Sample size and Sampling Procedures

Sampling is a random selection of individuals who are to give the information from which a study was make inferences conclusions about some larger group whom these individuals represent to. The area focuses on the sampling size and sampling procedures.

#### 3.5.1 Sampling Size

The sample size is a subset of the population that is taken to be representatives of the entire population (Kumar, 2011). A sample population of 230 is arrived at by calculating the target population of 571 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

Where;  $n$  = Size of the sample,

$N$  = Size of the population and given as 571,

$e$  = Acceptable error and given as 0.05,

$\hat{p}$  = The standard deviation of the population and given as 0.5 where not known,

$Z$  = Standard variate at a confidence level given as 1.96 at 95% confidence level.

The sample size fits within the minimum of 30 proposed by Saunders, Lewis and Thornhill (2012).

**Table 3.2: Sampling Frame**

<b>Category</b>	<b>Group</b>	<b>Target Population</b>	<b>Sample Size</b>
<b>Project</b>	County representatives	36	15
	Chiefs, assistants & village elders	13	5
<b>Beneficiaries</b>	Religious Leaders	16	6
	Youth Leaders	23	9
	Women Leaders	17	7
	Traders Association	21	8
	Jua Kali Artisans Association	6	2
	Community Health Worker	13	5
	Contractors (2 per project for 47 projects)	94	38
<b>Project</b>	Project Management Committee members (6 per project for 47 projects)	282	114
	<b>Implementers</b>		
	County Development Officer	3	1
	Fund Manager	7	3
	Government Regulatory Agencies (NEMA, County Planner, Public Works Officer)	17	7
	NGOs Officials	23	9
<b>Total</b>		<b>571</b>	<b>230</b>

### 3.5.2 Sampling Procedures

The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is impartial sampling method for gathering heterogeneous

population into homogenous subsets then making a choice inside the individual subset to guarantee representativeness. The goal of stratified random sampling is to accomplish the needed representation from different sub-groups in the population. In stratified random sampling subjects are chosen in a manner that the current sub-assemblies in the populace are pretty much spoken to in the example (Kothari, 2004). The study utilized straightforward arbitrary examining to pick the respondents in every stratum.

### **3.6 Research Instruments**

Primary data was acquired utilizing self-administered questionnaires. The survey was comprised of both open ended and closed ended. The open ended questions were utilized to encourage the participants to give an inside and out and felt reaction without feeling held down in illuminating of any information and the closed ended questions allow respondent to respond from limited options that had been stated. According to Saunders (2011), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate.

### **3.7 Pilot Testing**

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2005). Pilot testing of the research instruments was conducted using stakeholders of community development projects in Mukuru Kwa Njenga Slums since it has a similar setting. 23 questionnaires were administered to the pilot survey respondents who were chosen at random. After one day the same respondents were asked for to respond to the same questionnaires but without notification keeping in mind the end goal to find out any variety in reactions of the first and the second test. This was critical in the research process since it helped with assisted in identification and correction of incorrect questions and indistinct directions.

### **3.8 Validity of Research Instruments**

As indicated by Golafshani (2012), validity is the precision and meaningfulness of deductions, in light of the research outcomes. One of the principle explanations behind directing the pilot study is to find out the legitimacy of the poll. The study utilized substance legitimacy which draws a derivation from test scores to a huge area of things like those on the test. Content validity was worried with population representativeness. Gillham (2011)

expressed that the learning and aptitudes secured by the test things ought to be illustrative to the bigger area of information and abilities. Master assessment was asked for to remark on the representativeness and appropriateness of inquiries and gave proposals of redresses to be made to the structure of the exploration devices. This enhanced the substance legitimacy of the information that was gathered. Content validity was obtained by asking for the opinion of the supervisor, lecturers and other professionals on whether the questionnaire was adequate.

### 3.9 Reliability of Research Instruments

Instrument reliability on the other hand is the extent to which a research instrument produces similar results on different occasions under similar conditions. It's the degree of consistency with which it measures whatever it is meant to measure (Bell, 2010). Reliability is concerned with the question of whether the results of a study are repeatable. The questionnaire was administered to a pilot group of 23 randomly selected respondents from the stakeholders of community development projects in Mukuru Kwa Njenga Slums and their responses used to check the reliability of the tool. This comprised 10% of the sample size. Reliability coefficient of the research instrument was assessed using Cronbach's alpha ( $\alpha$ ) which is computed as follows:

$$\alpha = k/k-1 \times [1 - \frac{\sum (S^2)}{\sum S^2_{sum}}]$$

Where:

$\alpha$  = Cronbach's alpha

k = Number of responses

$\sum (S^2)$  = Variance of individual items summed up

$\sum S^2_{sum}$  = Variance of summed up scores

The findings of the pilot study shows that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 with a composite reliability coefficient of 0.815 as shown in Table 3.3.

**Table 3. 3: Reliability Coefficients**

Coefficients Scale	Cronbach's Alpha	Number of Items
Staff competence	0.889	5
Resource adequacy	0.745	5
Institutional accountability	0.793	3

Management support	0.833	4
<b>Composite reliability coefficient</b>	<b>0.815</b>	

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### 3.10 Data Collection Procedures

The researcher obtained an introduction letter from the university which was presented to each stakeholder so as to be allowed to collect the necessary data from the respondents. The drop and pick method is preferred for questionnaire administration so as to give respondents enough time to give well thought out responses. The researcher booked appointment with respondent organizations at least two days before visiting to administer questionnaires. The researcher personally administered the research instruments to the respondents.

### 3.11 Data Analysis Techniques

Data was analyzed using Statistical Package for Social Sciences (SPSS Version 21.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entails checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open ended questions were analyzed using conceptual content analysis and presented in prose

Inferential data analysis was done using Karl Pearson's product moment correlation and multiple regression analysis. To quantify the strength of the relationship between the variables, the study used Karl Pearson's product moment correlation. The Pearson product-moment correlation coefficient (or Pearson correlation coefficient) is a measure of the strength of a linear association between two variables and is denoted by  $r$ . The Pearson correlation coefficient,  $r$ , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable. A value less than 0 indicate a negative association.

Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regressions were used because it is the procedure that uses two or more independent variables to predict a dependent variable. Since there were four independent variables in this study the multiple regression model generally assumes the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:-

Y = PM&E systems implementation

$\beta_0$  = constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = regression coefficients

$X_1$  = Staff competence

$X_2$  = Resources Adequacy

$X_3$  = Institutional Accountability

$X_4$  = Management support

$\varepsilon$  = Error Term

In testing the significance of the model, the coefficient of determination ( $R^2$ ) was used to measure the extent to which the variation in PM&E systems implementation was explained by the variations of the institutional factors. F-statistic was also computed at 95% confidence level to test whether there was any significant relationship between PM&E systems implementation and the institutional determinants affecting it.

### **3.12 Ethical Considerations**

The researcher observed the following standards of behaviour in relation to the rights of those who become subject of the study or are affected by it: First, in dealing with the participants, they were informed of the objective of the study and the confidentiality of obtained information, through a letter that enabled them to give informed consent. Once consent was granted, the participants maintained their right, which entails but was not limited to withdraw or decline to take part in some aspect of the research including rights not to answer any question or set of questions and/or not to provide any data requested; and possibly to withdraw data they have provided. Caution was observed to ensure that no participant is coerced into taking part in the study and, the researcher sought to use minimum time and resources in acquiring the information required. Secondly, the study adopted quantitative research methods for reliability, objectivity and independence of the researcher. The researcher followed due process in getting the permit to conduct research from Nairobi University and National Commission for Science, Technology and Innovation (NACOSTI).



### **3.13 Operationalization of Variables**

The operationalization of variables is shown in Table 3.4.

**Table 3.4: Operationalization of variables**

<b>Objectives</b>	<b>Type of Variable</b>	<b>Indicator</b>	<b>Measuring of Indicators</b>	<b>Scale</b>	<b>Tools of analysis</b>	<b>Type of analysis</b>
To establish the effect of staff competence on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum	Independent	Staff competence	<ul style="list-style-type: none"> <li>• Number Of training in M&amp;E</li> <li>• Professional and academic qualification / Level of evaluators training</li> <li>• Experience in M&amp;E</li> <li>• Technical Expertise / Staff Competencies</li> <li>• Knowledge on policies guiding monitoring and evaluation</li> </ul>	Interval Ordinal  Ordinal Ordinal Ordinal	Percentages Mean score Standard deviation Coefficient of Variation	Descriptive statistics Regression analysis
To assess the effect of resources adequacy on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum	Independent	Resources Adequacy	<ul style="list-style-type: none"> <li>• Financial allocation/ availability</li> <li>• Information communication and technology</li> <li>• Monitoring and evaluation offices</li> <li>• Transport infrastructure</li> <li>• Stationery</li> </ul>	Interval  Ordinal Ordinal Ordinal Ordinal	Percentages Mean score Standard deviation Coefficient of Variation	Descriptive statistics Regression analysis
To evaluate the effect of institutional accountability on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum	Independent	Institutional accountability	<ul style="list-style-type: none"> <li>• Level of transparency in project execution</li> <li>• Auditing of resources</li> <li>• Number of published reports</li> </ul>	Ordinal Ratio Interval	Percentages Mean score Standard deviation Coefficient of Variation	Descriptive statistics Regression analysis

<p>To determine the effect of management support on the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum</p>	<p>Independent</p>	<p>Management support</p>	<ul style="list-style-type: none"> <li>• Leadership Style</li> <li>• Managing societal demands and Motivation</li> <li>• Commitment</li> <li>• Information sharing/Communication of the M&amp;E results</li> </ul>	<p>Ordinal Ordinal Ordinal Ordinal</p>	<p>Percentages Mean score Standard deviation Coefficient of Variation</p>	<p>Descriptive statistics Regression analysis</p>
	<p>Dependent</p>	<p>PM&amp;E systems implementation</p>	<ul style="list-style-type: none"> <li>• Frequency of Monitoring</li> <li>• Efficiency and effectiveness</li> <li>• Programs involving stakeholder integration</li> <li>• Facilitated Negotiations</li> <li>• M&amp;E plan development forums</li> <li>• Supervision events</li> <li>• Member's meetings/Working group</li> </ul>	<p>Interval Ordinal Ordinal Interval Interval Interval</p>	<p>Percentages Mean score Standard deviation Coefficient of Variation</p>	<p>Descriptive statistics Regression analysis</p>

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter discusses the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents, their opinions on the institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera slum, Kenya. In order to simplify the discussions, the researcher provided tables that summarize the collective reactions of the respondents.

#### 4.2 Response Rate

The target population for this study composed of the 571 stakeholders in Kibera slums. Out of 230 questionnaires administered as per the sample size of the study, a total of 163 questionnaires were filled and returned giving a response rate of 70.9% which is within what Mugenda and Mugenda (2003) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%. The study made use of frequencies (absolute and relative) single response questions. For matrix questions, the study used likert scale in collecting and analyzing where a scale of 5 points was used in computing the mean scores and standard deviations. These were then presented in tables as appropriate with explanations being given in prose.

#### 4.3 Demographic Information

The study sought to enquire on the respondents' general information including, gender, working experience, educational level and age.

##### 4.3.1 Gender of the Respondents

The researcher sought to establish gender distributions of the respondents. The findings were indicated in Table 4.1.

**Table 4. 1: Gender of the respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	80	49.1
Female	83	50.9
<b>Total</b>	<b>163</b>	<b>100.0</b>

The findings showed that female gender was 50.9% while male gender was 49.1%. This implies that the study was not biased since it catered for both gender.

#### 4.3.2 Working Experience

The respondents were also requested to indicate the duration of time they have worked with community based development projects in Kibera slum. The responses obtained are shown in the Table 4.2.

**Table 4. 2: Working Experience**

	<b>Frequency</b>	<b>Percent</b>
Below 3 year	23	14.1
3-9 years	34	20.9
9-12 years	61	37.4
Above 12 years	45	27.6
<b>Total</b>	<b>163</b>	<b>100</b>

From the findings 37.4% of the respondents have worked with community based development projects in Kibera slum for a period of between 9-12 years, 27.6% indicated above 12 years, 20.9% noted between 3 and 9 years, whereas 14.1% indicated that have worked with community based development projects in Kibera slum for a period less than 5 years. The finding implies that majority of the respondents had worked with community based development projects in Kibera slum long enough and were well conversant with institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera slum and therefore they gave relevant information for the study.

#### 4.3.3 Highest Education Level

The respondents were further requested to indicate their highest level of education. The results are as shown in the Table 4.3.

**Table 4. 3: Highest Education Level**

	<b>Frequency</b>	<b>Percent</b>
Certificate	38	23.3
Diploma	58	35.6
Degree	51	31.3
Masters	10	6.1
PhD	6	3.7
<b>Total</b>	<b>163</b>	<b>100</b>

From the findings 35.6% of the respondents indicated that had diploma as their highest education level, 31.3% had a degree, 23.3% had a certificate as their highest academic qualification, and 6.1% noted Masters whereas only 3.7% had a PhD. This finding implies that respondents were literate enough to interpret the topic of the study.

### 4.3.2 Age Brackets of the Respondents

The study sought to establish the age of the respondents. Results are summarized in Table 4.4.

**Table 4. 4: Age Brackets of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Below 20 years	2	1.2
21-25 years	11	6.7
26-30 years	31	19.0
31-35 years	56	34.4
36-40 years	41	25.2
41-50 years	14	8.6
Above 50 years	8	4.9
<b>Total</b>	<b>163</b>	<b>100.0</b>

Majority of the respondents were in age bracket of between 31 and 35 years as was shown by 34.4%. Those in age bracket of between 36 and 40 years were 25.2%. Those in age bracket of between 21 and 25 years were 19%, 41-50 years were 8.9%, 21-25 years were 6.7%, above 50 years were 4.9% whereas those respondents below 20 years were only 2%. The results imply that employees in community based development projects in Kibera slum are mature people.

## 4.4 Determinants of Participatory Monitoring and Evaluation systems Implementation

The objective of the study was to establish institutional determinants of PM&E systems implementation among community based development projects in Kibera slum. The study was based in the following four variables; staff competence, resource adequacy, institutional accountability and management support.

### 4.4.1 Staff Competence

The study sought to know extent staff competence affects PM&E systems implementation among community based development projects in Kibera slum. The results of the findings are stipulated in Table 4.5.

**Table 4. 5: Extent Staff Competence Affects PM&E systems implementation**

	Frequency	Percent
No extent at all	2	1.2
Little extent	9	5.5
Moderate extent	23	14.1
Great extent	89	54.6
Very great extent	40	24.5
<b>Total</b>	<b>163</b>	<b>100.0</b>

Table 4.5 shows the level of extent staff competence affected the implementation of PM&E systems among community based development projects in Kibera slum. As per the findings 54.6% of the respondents indicated that staff competence affects implementation of PM&E systems among community based development projects in Kibera slum to a great extent, 24.5% said to a very great extent, 14.1% noted moderate extent, 5.5% indicated little extent whereas 1.2% of the respondents showed staff competence has no effect on implementation of PM&E systems among community based development projects in Kibera slum.

The study also explored the extent that various aspects of staff competence affected PM&E systems implementation among community based development projects in Kibera slum. The results of the findings are stipulated in Table 4.6.

**Table 4.6: Aspects of Staff Competence**

	Mean	Std. Deviation	Coefficient of Variation	Ranking of Cov
Number Of training in M&E	3.4534	.58355	0.16898	3
Professional and academic qualification / Level of evaluators training	3.7552	.56929	0.16485	4
Experience in M&E	4.5951	.52866	0.15308	5
Technical Expertise / Staff Competencies	3.6000	.58794	0.17025	2
Knowledge on policies guiding monitoring and evaluation	4.0491	.59632	0.17268	1
<b>Composite mean</b>	<b>3.89056</b>			

The analysis showed that experience in monitoring and evaluation affects implementation of PM&E systems among community based development projects in Kibera slum to a great extent as shown by a mean score of 4.5951. The analysis of research findings further showed that knowledge on policies guiding monitoring and evaluation, professional and academic qualification / level of evaluators training, technical expertise / staff competencies and

number of training in M&E determines implementation of PM&E systems among community based development projects in Kibera slum to a great extent as shown by mean scores of 4.0491, 3.7552, 3.6000 and 3.4534 respectively. Generally the aspects of staff competence has a great effect in implementation of PM&E systems among community based development projects in Kibera slum as their average mean scores was found to be 3.89056.

The study was interested to know how staff competence affect the implementation of PM&E systems among community based development projects in Kibera slum.

The respondents indicated that staff competence has led to developing of a positive culture through education and training, has developed diversity-oriented talents and has also enabled the organisations to reach best practices in M&E.

#### 4.4.2 Resources Adequacy

The research was also interested in finding out how the resource adequacy affected implementation of PM&E systems among community based development projects in Kibera slum. The findings are presented in Table 4.7.

**Table 4. 7: Extent Staff Competence Affects PM&E systems implementation**

	<b>Frequency</b>	<b>Percent</b>
Little extent	2	1.2
Moderate extent	13	8.0
Great extent	132	81.0
Very great extent	16	9.8
<b>Total</b>	<b>163</b>	<b>100.0</b>

The researcher sought to establish the extent resources adequacy affect the implementation of PM&E systems among community based development projects in Kibera slum. According to the findings 81.0% of the respondents indicated that resource adequacy affects implementation of PM&E systems among community based development projects in Kibera slum to a great extent, 9.8% indicated a very great extent, 8.0% noted moderate extent whereas 1.2% indicated that resource adequacy affects implementation of PM&E systems among community based development projects in Kibera slum to a little extent. The findings of the study implies that resource adequacy has a great effect in determining implementation of PM&E systems among community based development projects in Kibera slum.

The study further sought to establish how various aspects of resource adequacy affected implementation of PM&E systems among community based development projects in Kibera slum. The findings are presented in Table 4.8.



**Table 4. 8: Aspects of Resources Adequacy**

	Mean	Std. Deviation	Coefficient of Variation	Ranking of Cov
Financial allocation/ availability	4.5485	.43523	0.091656	5
Information communication and technology	3.2822	.47803	0.10067	3
Monitoring and evaluation offices	4.0411	.45647	0.096129	4
Transport infrastructure	3.4822	.70719	0.148929	1
Stationery	3.3252	.61748	0.130037	2
<b>Composite mean</b>	<b>3.73584</b>			

The results of the analysis showed that financial allocation/ availability has a very great effect in determining implementation of PM&E systems among community based development projects in Kibera slum as shown by mean score of 4.5485. The findings of the study also showed that Monitoring and evaluation offices and Transport infrastructure have great effect as on implementation of PM&E systems among community based development projects in Kibera slum as illustrated by a mean score of 4.0411 and 3.4822 respectively. The findings however revealed that Stationery and Information communication and technology determines implementation of PM&E systems among community based development projects in Kibera slum to a moderate extent as shown by a mean score of 3.3252 and 3.2822 respectively. The findings of the study implies that the resource adequacy has a great effect to the implementation of PM&E systems among community based development projects in Kibera slum as indicated by an average mean score of 3.73584.

The respondents were requested to note how resource adequacy affected the implementation of PM&E systems among community based development projects in Kibera slum. The respondents intimated that resource adequacy has led to effective implementation and evaluation of community based development projects in Kibera slum, led to development of appropriate infrastructure such as roads as well as appropriate communication system which have led to accessibility of the slum which further has led to development of community based project. Further, adequate fund have led to purchase of modern technology which are more effective enhancing the M&E process.

#### 4.4.3 Institutional Accountability

The research was also interested in finding out how the institutional accountability affected implementation of PM&E systems among community based development projects in Kibera slum. The findings are presented in Table 4.9.

**Table 4. 9: Extent Institutional Accountability Affects PM&E systems implementation**

	Frequency	Percent
Little extent	10	6.1
Moderate extent	12	7.4
Great extent	73	44.8
Very great extent	68	41.7
<b>Total</b>	<b>163</b>	<b>100.0</b>

According to the findings in Table 4.9, 44.8% of the respondents indicated institutional accountability affects implementation of PM&E systems among community based development projects in Kibera slum to a great extent, 41.7% indicated very great, those who said that institutional accountability determines implementation of PM&E systems among community based development projects in Kibera slum to moderate extent were 7.4% whereas those who indicated no effect at all were 6.1%. According to the findings we can deduce that institutional accountability have a great effect on implementation of PM&E systems among community based development projects in Kibera slum.

The research was also interested in finding out how the various aspects of institutional accountability affected implementation of PM&E systems among community based development projects in Kibera slum. The findings are presented in Table 4.10.

**Table 4. 10: Aspects of Institutional Accountability**

	Mean	Std. Deviation	Coefficient of Variation	Ranking of Cov
Level of transparency in project execution	3.9765	0.87653	0.220428	2
Auditing of resources	3.6785	0.68813	0.173049	3
Number of published reports	2.6875	0.96284	0.242133	1
<b>Composite mean</b>	<b>3.4475</b>			

From the findings, level of transparency in project execution as well as auditing of resources have great effects in determining implementation of PM&E systems among community based development projects in Kibera slum as shown by mean scores of 3.9765 and 3.6785

respectively, but Number of published reports has a moderate effects in determining implementation of PM&E systems among community based development projects in Kibera slum as shown by a mean of 2.6875. The average mean score was found to be 3.4475 which mean that institutional accountability determines implementation of PM&E systems among community based development projects in Kibera slum to a great extent.

The participants were further requested to give their opinion on how institutional accountability affected the implementation of PM&E systems among community based development projects in Kibera slum. It was noted by the respondents that institutional accountability has led to improved level of transparency in project performance, auditing of resources has promoted accountability in the organizations which has led to improved efficiency in project management and evaluation implementation.

#### **4.4.4 Management Support**

The study sought to establish how management support affects PM&E systems implementation among community based development projects in Kibera slum. The results of the findings are stipulated in Table 4.11.

**Table 4. 11: Extent Management Support Affects PM&E systems implementation**

	<b>Frequency</b>	<b>Percent</b>
Little extent	9	5.5
Moderate extent	27	16.6
Great extent	57	35.0
Very great extent	70	42.9
<b>Total</b>	<b>163</b>	<b>100.0</b>

The findings in the Table 4.11 show that 77.9% of the respondents indicated that management support had very great (42.9%) and great (35.0%) effect in implementation of PM&E systems among community based development projects in Kibera slum. Rest of the respondents said that management support had moderate (16.6%) or little impact (5.5%) effects in determining implementation of PM&E systems among community based development projects in Kibera slum. These findings indicate that management support significantly affects implementation of PM&E systems among community based development projects in Kibera slum to a very great extent.

The study also inquired on the extent that various management support affect PM&E systems implementation among community based development projects in Kibera slum. The results of the findings are stipulated in Table 4.12.

**Table 4. 12: Aspects of Management Support**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>Coefficient of Variation</b>	<b>Ranking of Cov</b>
Leadership Style	4.0245	.62806	0.15606	2
Managing societal demands and Motivation	4.6933	.46257	0.11494	3
Commitment	3.6798	.87476	0.21736	1
Information sharing/Communication of the M&E results	3.5454	.43165	0.10726	4
<b>Composite mean</b>	<b>3.98575</b>			

As per the findings, managing societal demands and motivation affects implementation of PM&E systems among community based development projects in Kibera slum to a very great extent as shown by a mean score of 4.6933. The respondents further showed that leadership style, commitment and information sharing/communication of the M&E results affects

implementation of participatory monitoring and evaluation to a great extent as illustrated with a mean score of 4.0245, 3.6798 and 3.5454 respectively. The respondents added that management support have led to M&E goal setting and policy revision for improvement and improved rewards and recognition of the M&E staff.

#### 4.4.5 PM&E systems implementation

The respondents were asked to indicate the sig trend of various aspects of PM&E systems implementation in the projects for the last 5 years. The findings are summarized in the Table 4.13.

**Table 4. 13: Trends in PM&E systems implementation**

	Mean	Std. Deviation	Coefficient of Variation	Ranking of Cov
Frequency of Monitoring	3.3786	.83344	0.24668	3
Efficiency and effectiveness	3.9571	.83407	0.24687	2
Programs involving stakeholder integration	2.9875	.72881	0.21571	4
Facilitated Negotiations	3.4655	.57300	0.1696	6
M&E plan development forums	2.6754	.65341	0.1934	5
Supervision events	3.3987	1.08838	0.32214	1
Member's meetings/Working group	3.5653	.73610	0.21787	
<b>Composite mean</b>	<b>3.3468</b>			

The findings indicated that Efficiency and effectiveness in implementation of PM&E systems among community based development projects in Kibera slum as illustrated by a mean score of 3.9571. Member's meetings/Working group and facilitated negotiations have also recorded improvement in PM& E as was shown by a mean score of 3.5653 and 3.4655 respectively. Other aspects such as supervision events, frequency of monitoring programs involving stakeholder integration and M&E plan development forums were constant as illustrated by the mean scores of 3.3987, 3.3786 2.9875 and 2.6754 respectively. In overall PM&E systems

among community based development projects in Kibera slum had remained constant moderate as shown by an average mean score of 3.3468.

#### 4.5 Inferential Statistics

The data presented before on staff competence, resources adequacy, institutional accountability, management support and PM&E systems implementation were computed into single variables per factor by obtaining the averages of each factor. Pearson’s correlations analysis and multiple regression analysis were then conducted at 95% confidence interval and 5% confidence level 2-tailed to establish the relationship between the variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the Pearson’s Product Moment Correlation and multiple regression.

##### 4.5.1 Pearson’s Product Moment Correlation

A Pearson’s Product Moment Correlation was conducted to establish the strength of the relationship between the variables. The findings are presented in Table 4.14.

**Table 4. 14: Correlation Matrix**

		PM&E systems implementation	Staff competence	Resources Adequacy	Institutional Accountability	Management support
PM&E implementation	Pearson Correlation	1				
	Sig. (2-tailed)	.				
Staff competence	Pearson Correlation	.814	1			
	Sig. (2-tailed)	.039	.			
Resources Adequacy	Pearson Correlation	.724	.523	1		
	Sig. (2-tailed)	.017	.016	.		
Institutional Accountability	Pearson Correlation	.612	.743	.597	1	
	Sig. (2-tailed)	.031	.012	.028	.	
Management support	Pearson Correlation	.879	.533	.720	.531	1
	Sig. (2-tailed)	.047	.009	.002	.014	.

Results in table 4.14 reveal that there is a strong, positive and significant correlation between staff competence and PM&E systems implementation ( $r = 0.814$ ,  $p \text{ value} = 0.039$ ). In addition, the study reveals that the correlation between resources adequacy and PM&E systems implementation is positive and significant ( $r = 0.724$ ,  $p \text{ value} = 0.017$ ). Further, the study reveals that the correlation between institutional accountability and PM&E systems

implementation is positive and significant ( $r=0.612$ ,  $p$  value= $0.031$ ). This implies that all the variables had a positive and significant correlation with PM&E systems implementation among community based development projects in Kibera slum, Kenya.

#### 4.5.2 Multiple Regression Analysis

In this study, a multiple regression analysis was conducted to test the effect among predictor variables. The summary of regression model output is presented in Table 4. 15.

**Table 4. 15: Summary of Regression Model Output**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.899	0.808	0.803	1.550

The study found that independent variables selected for the study (i.e. Management support, Institutional accountability, Resource adequacy and Staff competency) accounted for 80.3% of the variations in PM&E systems among community based development projects in Kibera slum. According to the test model, 19.7% percent of the variation in implementation of PM&E systems among community based development projects in Kibera slum could not be explained by the model. Therefore, further studies should be done to establish the other factors that contributed the unexplained (19.7%) of the variation in PM&E systems among community based development projects in Kibera slum.

The analysis of variance results for the relationship between the four independent variables and the implementation of PM&E systems among community based development projects in Kibera slum is shown in Table 4. 16.

**Table 4. 16: Summary of One-Way ANOVA results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1625.82	4	406.455	165.943	.000
	Residual	387.0	158	2.449		
	Total	2012.82	162			

The probability value of 0.000 indicates that the regression relationship was significant in predicting the effects of management support, Institutional accountability, Resource adequacy and Staff competency on PM&E systems implementation. The calculated F (165.943) was significantly larger than the critical value of F= 2.4288. This again shows that the overall test model was significant.

The Regression coefficients for the relationship between the four independent variables and PM&E systems implementation are shown in Table 4.17.

**Table 4. 17: Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.674	0.123		5.480	.000
Staff competency	0.765	0.342	0.688	2.237	.031
Resource adequacy	0.678	0.276	0.654	2.457	.018
Institutional accountability	0.567	0.187	0.487	3.032	.004
Management support	0.853	0.156	0.786	5.468	.000

The established multiple regression equation for predicting participatory monitoring and evaluation from the four independent variables was:

$$Y = 0.674 + 0.853X_1 + 0.765X_2 + 0.678X_3 + 0.567X_4$$

Where, Y= PM&E systems implementation

$\beta_0$ =constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = regression coefficients

$X_1$ = Staff competence

$X_2$ = Resources Adequacy

$X_3$ = Institutional Accountability

$X_4$ = Management support

$\epsilon$ =Error Term



The regression equation above has established that taking all factors into account (management support, staff competency, resource adequacy and institutional accountability) constant at zero, PM&E systems implementation was 0.674. The study also found that a unit increase in the scores of institutional accountability would lead to a 0.567 increase in the scores of PM&E systems implementation among community based development projects in Kibera slum. Overall, management support had the greatest effect on the PM&E systems implementation, followed by staff competency, then resource adequacy while institutional accountability had the least effect to the PM&E systems implementation. All the variables were significant (p-values < 0.05).

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

In this chapter, the researcher presents the summary, conclusion and recommendations based on the findings and interpretations of the research. Further, the researcher provides suggestions for further research on the area and closes the chapter with providing implications for policy and practice that can emanate from the findings of the research.

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

This section focuses on the summary of the research findings on the effect of staff competence, resource adequacy, institutional accountability and management support on the implementation of PM&E systems among community based development projects in Kibera slum. Member's meetings/Working group and facilitated negotiations have also recorded improvement in PM&E systems implementation. Other aspects such as supervision events, frequency of monitoring programs involving stakeholder integration and M&E plan development forums have remained constant in the last five years.

##### **5.2.1 Staff Competence**

The study showed that staff competence greatly affects implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The analysis further revealed that experience in monitoring and evaluation affects implementation of PM&E systems among community based development projects in Kibera slum to a great extent. Knowledge on policies guiding monitoring and evaluation, professional and academic qualification / level of evaluators training, technical expertise / staff competencies and number of training in M&E determines implementation of PM&E among for development projects in Kibera slum to a great extent.

##### **5.2.2 Resources Adequacy**

The study established that resource adequacy has a great effect on implementation of PM&E systems among community based development projects in Kibera slum. The study further showed that financial allocation/ availability has a very great effect in determining implementation of PM&E systems among community based development projects in Kibera

slum. The study also noted that monitoring and evaluation offices and transport infrastructure have great effect as on implementation of PM&E systems among community based development projects in Kibera slum. Stationery and information communication and technology were found to have moderate effect on implementation of PM&E systems among community based development projects in Kibera slum.

### **5.2.3 Institutional Accountability**

The research deduce that institutional accountability has a great effect on implementation of PM&E systems among community based development projects in Kibera slum. The study also found that level of transparency in project execution as well as Auditing of resources were identified to have great effects on implementation of PM&E systems among community based development projects in Kibera slum. However, number of published reports had a moderate effect on implementation of PM&E systems among community based development projects in Kibera slum.

### **5.2.4 Management Support**

The study found that management support to a very great extent affects implementation of PM&E systems among community based development projects in Kibera slum. In relation to aspects of management support, managing societal demands and motivation were established to affects implementation of PM&E systems among community based development projects in Kibera slum to a very great extent whereas leadership style, commitment and information sharing/communication of the M&E results moderately affects implementation of participatory monitoring and evaluation to a great extent.

## **5.3 Discussion**

This section focuses on the discussion of the findings relative to what previous researchers have found on the study variables. It correlates the findings with those of the previous literature and establishes where they are in agreement or they contradicted.

### **5.3.1 Staff Competence**

The study showed that staff competence greatly affects implementation of PM&E systems among community based development projects in Kibera slum. World Bank (2014) report also argues that there is need to have an effective PM&E human resource capacity in terms of quantity and quality, hence PM&E human resource management is required in order to

maintain and retain a stable PM&E staff. This is because competent employees are also a major constraint in selecting PM&E systems. PM&E being a new professional field, it faces challenges in effective delivery of results’

The analysis further revealed that experience in monitoring and evaluation affects implementation of PM&E systems among community based development projects in Kibera slum to a great extent. This is in accordance to Perrin (2012) Skilled staff endowed with monitoring ought to have required specialized skill in the area. Where essential, expertise levels ought to be increased to address the issues and with continuous interests in growing such limit inside the workplace as fundamental. Particular considerations for planning and financing for assessment Program units ought to appraise and demonstrate money related prerequisites and financing implies for every assessment plan.

The study also found that knowledge on policies guiding monitoring and evaluation, professional and academic qualification / level of evaluators training, technical expertise / staff competencies and number of training in M&E determines implementation of PM&E systems among community based development projects in Kibera slum to a great extent. The lack of training and competence leads to inefficiencies which impede adoption of PM&E in management in many community development projects in Kenya. Political interference opens doors to incompetent people who do not understand the parameters used in monitoring and evaluation (GOK, 2009). In as much as M&E has been carried in school, effective adoption of participatory practice has not been realized. This is so because most the key participants who are board of governors (BOG) and parent representative (PTA) are not competent enough to carry out PM&E. Brock and Pettit (2007) adds that training is a key participatory approach that knowledge can be transferred from the facilitators’ to the beneficiaries hence enhancing beneficiaries’ skills and open more avenues for other strategies. Furthermore, by McCarthy (2004) indicated that the aspects of PM&E is said to empower people in such areas hence promoting sharing and learning among stakeholders thus ensuring indigenous knowledge is brought on board. Furthermore implementing of an effective PM&E demands for the staff to undergo training as well as possess skills in research and project management, hence capacity building is critical.

### **5.3.2 Resources Adequacy**

The study established that resource adequacy has a great effect on implementation of PM&E systems among community based development projects in Kibera slum. This finding is in

agreement with Seith and Philippines (2012) that that it is vital to set aside satisfactory financial and human resources at the planning stage. Financial assets for M&E ought to be assessed reasonably at the time of planning for usage of M&E (UNDP, 2009). The availability of finances will determine what can be achieved as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned (UNAIDS, 2008a).

The study further showed that financial allocation/ availability has a very great effect in determining implementation of PM&E systems among community based development projects in Kibera slum. Financial resources for M&E ought to be assessed practically at the time of monitoring and evaluation (Perrin, 2012). While it is vital to get ready for monitoring and evaluation together, assets for every capacity ought to be particular. Sourcing and securing financial assets for M&E of results or projects can represent extra difficulties, as there is not one anticipate where these expenses can be straightforwardly charged.

The study also noted that monitoring and evaluation offices and transport infrastructure have great effect as on implementation of PM&E systems among community based development projects in Kibera slum. In line with this, Kaarin and Njuki (2013) indicate that resource availability is a basic element of participatory monitoring and evaluation and increases the likelihood that running project activities and resource allocation could continue until the project ends and reach chance to grab advantages.

Stationery and information communication and technology were found to have moderate effect on implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. This finding are according to Omiti, Mude, and John (2007) who argues tha many organizations fail to decentralize and allocate resources as they consider Monitoring and Evaluation as just has an activity. In essence, Monitoring has assumed a major biasness compared to Evaluation that receive little or no attention if any. Furthermore, Rubin and Rubin (2008) added that organizations sight lack of funds to conduct Monitoring and Evaluation or even document aspects of PM&E in their projects.

### **5.3.3 Institutional Accountability**

The research deduce that institutional accountability has a great effect on implementation of PM&E systems among community based development projects in Kibera slum. Käyhkö (2011) outlines a number of approaches that can be used in evaluating institutional

accountability in county government: First, institutional accountability is approached as a strategic issue with the help of three subordinate questions; by exploring the various aspects of public management and the results definition, by scrutinizing institutional accountability as a question of legitimacy and ethics, and by raising issues which concern the citizen Käyhkö (2011).

The study also found that level of transparency in project performance as well as Auditing of resources. This concur with Chesos (2010) who point out that there needs to be a fundamental realignment of the relationship between donor agencies and beneficiaries. They propose building partnerships between these major stakeholders, which would allow reciprocal evaluations to take place, so those donors themselves are subject to some form of accountability. Further, the World Bank (2012) indicated that Monitoring and Evaluation should be participatory so as to empower the less privileged and also to improve on project transparency and accountability.

However, number of published reports had a moderate effect on implementation of PM&E systems among community based development projects in Kibera slum. Mulwa (2008) however, argues that there is a failure within the corporate in issuance of relevant reports as the organizations are afraid of being transparent and accountable

#### **5.3.4 Management Support**

These found that management support to a very great extent affects implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The project management is the backbone of the project, through their actions and moves they determine the direction of the project (Langi, 2008).

In relation to aspects of management support, managing societal demands and motivation were established to affects implementation of PM&E systems among community based development projects in Kibera slum to a very great extent. The findings are supported by World Bank (2011) which noted that to ensure the success of the PM&E system, the management needs to support it. The project management is responsible for making decisions and strategic planning of the project. It also manages the PM&E system by tracking indicators, producing quarterly project reports and annual strategic reports (IFRC, 2011). The project manager ensures that the project staffs carry out their jobs effectively (Guijt, 2009). The project staff does the implementation role where they collect monitoring data and present it in weekly and quarterly reports (IFRC, 2011).

At times irrelevant and poor quality information is produced through monitoring and evaluation as it focuses only on the physical and financial aspects and ignores factors such as project's outreach, effect and impact (Khan, 2013). However, establishing relevant monitoring and evaluation indicators will set the standard to measure their achievement. Indicators for use in monitoring and evaluation should be selected during the formulation stage of a program or project when the objectives are being established (UN-HABITAT, 2013).

Leadership style, commitment and information sharing/communication of the M&E results moderately affect implementation of participatory monitoring and evaluation to a great extent. These finding contradicts Otieno (2010) who expresses that there are eight qualities to governance, which are: participatory, accord situated, responsible, straightforward, responsive, powerful and effective, fair and comprehensive and takes after lead of law. Management participation in M&E can deliver compelling correspondence for different objectives. These incorporate encouraging correspondence of 'early wins' to build support and enroll engagement of the individuals who are not yet connected with, guarantee access of early items and administrations of activities for proposed recipients, prepare extra assets to fill asset crevices, and guarantee compelling utilization of lessons learned in future basic leadership (Chaplowe, 2008).

### **5.3.5 PM&E systems implementation**

It was found that efficiency and effectiveness in implementation of PM&E systems among community based development projects in Kibera slum had improved in the last five years. According to Chikati (2010), participatory monitoring encourages continuous monitoring of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan. Participatory Monitoring and Evaluation is aimed at drawing lessons that can be used in future projects. The World Bank (2009) argues that the need for good governance, sustained and rapid development in Africa led to recognition of Monitoring and Evaluation as a profession and as a result the first African Monitoring and Evaluation association was formed in 1998.

Member's meetings/Working group and facilitated negotiations have also recorded improvement in PM&E systems implementation. According to Naidoo (2010), the system has improved service delivery to the people with various check points on loop holes that include

impromptu visits on government ministries, service delivery points e.g. health facilities and police station; training of staff on M&E and also creation of an hotline by the president for the public to allow citizens to log their complaints and queries regarding service delivery.

Other aspects such as supervision events, frequency of monitoring programs involving stakeholder integration and M&E plan development forums have remained constant in the last five years. According to Mulwa (2008), the use of conventional Monitoring and Evaluation has been on the rise though there is a need to shift from the conventional Monitoring and Evaluation method to participatory Monitoring and Evaluation method which improves inclusivity. Furthermore, Chikati (2010) added that participatory monitoring encourages continuous monitoring of projects by the community members with an aim of collecting, analyzing and communicating information in-order to put measures on where things are not working as per the plan.

#### **5.4 Conclusion of the Study**

The study concludes that staff competence significantly affects implementation of PM&E systems among community based development projects in Kibera slum. It was clear that staffs with long term experience in monitoring and evaluation are more competent in implementation of participatory monitoring and evaluation. Knowledge on policies guiding monitoring and evaluation promotes professional and academic qualification/level of evaluators training affects implementation of PM&E systems among community based development projects.

The study further concludes that resource adequacy affects implementation of PM&E systems among community based development projects in Kibera slum. Adequate finances are needed to enhance efficiency implementation of PM&E systems among community based development projects. Adequate resources will lead to development of infrastructure and proper communication network which leads slum development.

The study deduced that institutional accountability affects implementation of PM&E systems among community based development projects in Kibera slum. This is so because level of transparency in project execution as well as auditing of resources increases accountability in project implementation and evaluation. With well-established accountability institutions employees or stakeholders are embezzle funds that are meant for the project and hence leading to smooth implementation of PM&E systems among community based development projects in Kibera slum.



Finally the study concludes that management support significantly affects implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum. The management support enhances the motivation of staff and promotes effective transformational leadership style in project implementation of participatory monitoring and evaluation. More so, the management will put up a reliable communication channel which will enhance information sharing/communication of the M&E results affects implementation of PM&E.

### **5.5 Recommendations of the Study**

Based on research findings and conclusion the study recommends that:

1. Management team of the community based development projects in Kibera slum should ensure that they have a competent staff with right skills which will affect implementation of community based development projects efficiently.
2. The project implementation staff should have experience in monitoring and evaluation, knowledge on policies guiding monitoring and evaluation and adequate training skills. The management team should also offer training seminars and workshop from time to time to its new staffs and even existing staff in order to improve their competence level.
3. The study also recommends national government and County Government of Nairobi should locate adequate resource to the development projects in Kibera slum. During annual budget readings the study advises the government to allocate enough finance which could efficiently initiate and implemented the community based projects in Kibera slums. Monitoring and evaluation offices should be put in place to enhance monitoring and evaluation process.
4. Furthermore, the study recommendation for developments of proper infrastructure such proper transportation system and sound communication channel which will speed up the process of project implementation, monitoring and evaluation.
5. The study further recommends management team of community based projects in Kibera slums should ensure that there is transparency in project execution. This will reduce fraud and embezzlement of project funds among the staff members. To add on that proper auditing procedure should be put in place to ensure project resources are well audited.

6. The study recommends that management team should motivate M&E staff by providing incentives such as bonuses and allowance which will ignite them to work extra hard and as well as increasing their commitment level to the project. Moreover, the communication channel should be well established in the organization. Well communication channel will enhance proper flow of information within and outside the organization and hence leading to effective implementation of participatory monitoring and evaluation.
7. M&E planning should be done by those who use the information-Involvement of project/programme staff and key stakeholders ensures feasibility, understanding and ownership of the M&E system; Begin planning for your M&E system immediately after the project/programme design stage- Early M&E planning allows for preparation of adequate time, resources and personnel before project/programme implementation.
8. Particular attention should be given to stakeholder interests and expectations throughout the M&E process; M&E should be tailored and adjusted to the real-world context throughout the project/programme's life cycle- Projects/programmes operate in a dynamic setting, and M&E activities need to adapt accordingly. Objectives may change, as will the M&E system as it refines its processes and addresses arising problems and concerns.
9. The staff or the groups carrying out the monitoring and evaluation should be aware of what is monitoring and evaluation and should be able to know all that is expected of them since without a proper understanding of monitoring and evaluation, this can affect the process hence achieving inefficient results. Knowing and understanding the partners and all stakeholders is vital in community based projects. This can affect monitoring and evaluation in terms of funding, requirements and what information will be required by each stakeholder.
10. Field visits should be planned and carried out at appropriate time so as to ensure the staff and well aware of the project areas and hence enabling them to carry out monitoring and evaluation easily. Budgeting and resource allocation is required to be planned well to ensure the monitoring and evaluation of community projects is done effectively.

## **5.6 Suggestions for Further Studies**

From the above findings, conclusion and recommendation the study recommends that an in-depth study should be carried to determine the challenges faced by management team of

community based project in implementing the projects. Since there is a 17.9% error term, other studies should work at other factors affecting implementation of PM&E not tackled by the study. Researchers should go ahead and establish the reasons behind the failure in implementation of PM&E systems among community based development projects in Kibera slum and hence establish long term solutions.

Further studies on this topic could be carried out over a longer period of time and should include community perception on community based projects not only to interrogating staff. Such a longer period could be helpful given that significant effects of PM& E on the community projects. Future study should also consider involving other slums in Nairobi County such Kawangware and Mathare slum apart from Kibera.

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## **APPENDICES**

### **Appendix I: Letter of Transmittal**

Charles Ngonjo Ngatia

P.O Box 5848-00200.

NAIROBI.

Dear Sir/ Madam,

#### **RE: ACADEMIC RESEARCH PROJECT**

I am a Master of Arts in Project Planning and Management student at University Of Nairobi. I wish to conduct a research entitled Institutional Determinants Of Participatory Monitoring And Evaluation Systems Implementation Among Community Based Development Projects In Kibera Slum, Kenya. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from your organization.

Please note that the study will be conducted as an academic research ant the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

**CHARLES NGONJO NGATIA**

**L50/75828/2014**

**Appendix II: Research Questionnaire**

This questionnaire is to collect data for purely academic purposes. The study seeks to investigate the *Institutional Determinants Of Participatory Monitoring And Evaluation Systems Implementation Among Community Based Development Projects In Kibera Slum, Nairobi County*. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

*Answer all questions as indicated by either filling in the blank or ticking the option that applies.*

**SECTION A: DEMOGRAPHIC INFORMATION**

SECTION A: Background Information (Please tick (✓) appropriate answer)

- 1) Please indicate your gender:      Female [ ]                      Male [ ]
- 2) For how long have you been working with community based development projects in Kibera slum?

Less than 3 years [ ]                      3 to 9 years [ ]  
 9 to 12 years [ ]                          Above 12 years [ ]

- 3) State your highest level of education
- Certificate [ ]      Diploma [ ]      Degree [ ]      Masters [ ]      PhD [ ]

Others (Specify) -----

- 4) Please Indicate your age bracket    20-30 yrs [ ] 31-40 yrs [ ]  
     41-50 yrs [ ] 51 – 60 [ ]

**Staff competence**

- 5) To what extent does staff competence affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

Not at all	[ ]	Low extent	[ ]
Moderate extent	[ ]	Great extent	[ ]
Very great extent	[ ]		

6) To what extent do the following affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Number Of training in M&E					
Professional and academic qualification / Level of evaluators training					
Experience in M&E					
Technical Expertise / Staff Competencies					
Knowledge on policies guiding monitoring and evaluation					

7) In your view how do the above aspects of staff competence affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

.....  
 .....  
 .....

**Resources Adequacy**

8) To what extent does resources adequacy affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

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

9) To what extent do the following affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Financial allocation/ availability					
Information communication and technology					
Monitoring and evaluation offices					
Transport infrastructure					
Stationery					

10) In what way does resources adequacy affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

.....  
 .....  
 .....

**Institutional accountability**

11) To what extent does institutional accountability affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

Not at all [ ] Low extent [ ]  
 Moderate extent [ ] Great extent [ ] Very great extent [ ]

12) To what extent do the following affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Level of transparency in project execution					
Auditing of resources					
Number of published reports					



**Management support**

13) To what extent does management support affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

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

14) To what extent do the following affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Leadership Style					
Managing societal demands and Motivation					
Commitment					
Information sharing/Communication of the M&E results					

15) In your view how does management support affect the implementation of participatory monitoring and evaluation systems among community based development projects in Kibera slum?

.....

.....

.....

.....

.....

.....

.....

**PM&E systems implementation**

16) What is the trend of the following aspects of PM&E systems implementation in your projects for the last 5 years? Where, 5 = greatly improved, 4= improved, 3= constant, 2= decreased, 1 = greatly decreased

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Frequency of Monitoring					
Efficiency and effectiveness					
Programs involving stakeholder integration					
Facilitated Negotiations					
M&E plan development forums					
Supervision events					
Member's meetings/Working group					

**Thank you for participating**

## Appendix III: Introduction Letter



**UNIVERSITY OF NAIROBI**  
COLLEGE OF EDUCATION AND EXTERNAL STUDIES  
SCHOOL OF CONTINUING AND DISTANCE EDUCATION  
DEPARTMENT OF EXTRA-MURAL STUDIES  
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
N A I R O B I

3<sup>rd</sup> November, 2016

REF: UON/CEES/NEMC/24/364

### TO WHOM IT MAY CONCERN

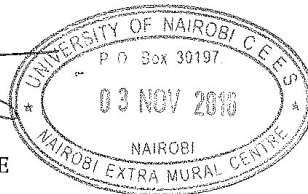
**RE: CHARLES NGONJO NGATIA - REG NO L50/75828/2014**

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

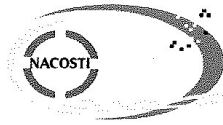
He is proceeding for research entitled "influence of determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera slum, Nairobi County, Kenya".

Any assistance given to him will be appreciated.

  
**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI EXTRA MURAL CENTRE



## Appendix IV: Research Authorizations



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/22000/14644**

Date:

**4<sup>th</sup> November, 2016**


Charles Ngonjo Ngatia  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Institutional determinants of participatory monitoring and evaluation systems implementation among community based development projects in Kibera Slum, Nairobi County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **4<sup>th</sup> November, 2017**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**DR. STEPHEN K. KIBIRU, PhD.**  
**FOR: DIRECTOR-GENERAL/CEO**



Copy to:



The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

*National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified*

# Appendix V: Research Clearance Permit

**THIS IS TO CERTIFY THAT:**  
**MR. CHARLES NGONJO NGATIA**  
**of UNIVERSITY OF NAIROBI, 104043-100**  
**nairobi, has been permitted to conduct**  
**research in Nairobi County**  
**on the topic: INSTITUTIONAL**  
**DETERMINANTS OF PARTICIPATORY**  
**MONITORING AND EVALUATION**  
**SYSTEMS IMPLEMENTATION AMONG**  
**COMMUNITY BASED DEVELOPMENT**  
**PROJECTS IN KIBERA SLUM, NAIROBI**  
**COUNTY, KENYA**  
**for the period ending:**  
**4th November, 2017.**  
**Permit No : NACOSTI/P/16/22000/14644**  
**Date Of Issue : 4th November, 2016**  
**Fee Received :Ksh 1000**  
  
  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**  
**Applicant's**  
**Signature**

**CONDITIONS**  
**1. You must report to the County Commissioner and**  
**the County Education Officer of the area before**  
**embarking on your research. Failure to do that**  
**may lead to the cancellation of your permit.**  
**2. Government Officer will not be interviewed**  
**without prior appointment.**  
**3. No questionnaire will be used unless it has been**  
**approved.**  
**4. Excavation, filming and collection of biological**  
**specimens are subject to further permission from**  
**the relevant Government Ministries.**  
**5. You are required to submit at least two(2) hard**  
**copies and one (1) soft copy of your final report.**  
**6. The Government of Kenya reserves the right to**  
**modify the conditions of this permit including**  
**its cancellation without notice**  
  
**REPUBLIC OF KENYA**  
  
**National Commission for Science,**  
**Technology and Innovation**  
**RESEACH CLEARANCE**  
**PERMIT**  
**Serial No.A**  
**11640**  
**CONDITIONS: see back page**