

EFFECTS OF PARTICIPATORY MONITORING AND EVALUATION ON PROJECT PERFORMANCE AT KENYA MARINE AND FISHERIES RESEARCH INSTITUTE, MOMBASA, KENYA

Nimo Jamaal

Bachelors Degree in Development Studies, Technical University of Mombasa, Kenya

©2018

International Academic Journal of Information Sciences and Project Management (IAJISPM) | ISSN 2519-7711

Received: 1st April 2018

Accepted: 5th April 2018

Full Length Research

Available Online at:

http://www.iajournals.org/articles/iajispm_v3_i1_1_15.pdf

Citation: Jamaal, N. (2018). Effects of participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute, Mombasa, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(1), 1-15

ABSTRACT

Participatory Monitoring and Evaluation, is a strategic approach to management which equips managers, employees and stakeholders at various levels with a set of tools and techniques. Participatory monitoring and evaluation activities have not been completely adopted by managers in KMFRI. As a result this has hindered effective Implementation of Projects and realization of excellence in project performance. The main objective of the study was to assess the effects of participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute. The study employed a descriptive research design carried out as a case study. The population of the study was 144 employees of Kenya Marine and Fisheries Research Institute and a census was conducted. Primary data was collected using structured questionnaire. Descriptive statistics were computed whereby frequencies and percentages were clearly presented in the form of tables and figures. The study found out that participatory monitoring and evaluation process engages stakeholders in joint planning and assessing progress, leads to

successful completion of projects, financial capital is often linked to the viability of projects, participatory M&E brings financial mobilization practices by the communities leading to success of the projects and total quality management projects requires rigorous pre-planning which leads to success in project performances and influence change in its daily practice. The study concludes that lack of proper training on PM&E and inappropriate tools inhibit participatory monitoring and evaluation and lack of adequate financial resources was noted to affect the performance as well as quality of monitoring and evaluation. The study recommends that the organization should raise enough funds from the project sponsors or donors in order to support enough officers doing participatory monitoring and evaluation and general projects management and develop PM&E department to manage all monitoring and evaluation activities for all the projects in the organization.

***Key Words:** participatory monitoring and evaluation, project performance, Kenya Marine and Fisheries Research Institute, Mombasa, Kenya*

INTRODUCTION

Participatory Monitoring and Evaluation, is a strategic approach to management, which equips managers, employees and stakeholders at various levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization or project in terms of indicators and targets for efficiency, effectiveness and impact. Participatory monitoring and evaluation (PM&E) has turned out to be gradually more significant tool within the global efforts in attaining environmental, economic and social sustainability. At global scales, the sustainability criteria and indicators of PM&E are very vital in defining, participatory monitoring and reporting on ecological, economic and social trends, tracking

progress towards objectives and influencing policy and practices (Speer, 2012). Participatory monitoring and evaluation (PM&E) assists those concerned with projects to evaluate if improvement is being attained in line with expectations. Participatory Monitoring and Evaluation (PM&E) includes a broad assortment of methods used by direct beneficiaries as active participants. They take lead in monitoring as well as making sense of progress towards the success of the project and drawing actionable conclusions (Mascia, Pailler, Thieme, Rowe, Bottrill, Danielsen & Burgess, 2014).

Jackson (2013) defines monitoring as the on-going collection and analysis of data that informs project managers if progress toward established goals is being achieved. Evaluation is a comprehensive appraisal that looks at the long-term impacts of a project and exposes what worked, what did not, and what should be done differently in future projects. Participatory monitoring and evaluation is a process whereby partners at dissimilar rank participate in observing or evaluating a definite venture, program or approach, share control over the substance, the process and the outcome of the checking and assessment action and participate in taking or recognizing restorative activities.

In Latin America, participatory monitoring and evaluation activities in organizations is done regularly so as to focus on project inputs, resources, activities, for instance gathering evidence, through systematic observations, regular bookkeeping or planned qualitative study and outputs like training of staffs, material printed or any ongoing construction (Franks, 2012). In Canada the improvement for projects, programs, sector performance and institutions have been evaluated on a quarterly basis and the forum has served up as a directing and troubleshooting forum with top level political commitment. Institutionalized PM&E has served as an integral part of the development policy or programme cycle in enhancing the performance accountability to give efficient response which has enhanced planning, budgeting and policy making that has attained growth effectiveness. In Ghana, after several years of implementing the PM&E, important improvement has been made in the delivery of government projects to its people (Tørseth, Aas, Breivik, Fjæraa, Fiebig, Hjellbrekke & Yttri, 2012).

In Sub-Saharan African countries; with the case of Zambia, it has been noted that employees; regularly exhibit conflicts in the process of executing their mandates and roles. Some non-governmental organization which are being given money by donors creates a battle between the management over who should be responsible for management and this battle slows down decision making and consequently affects adoption of PM & E and implementation of projects (Mackenzie, Tan, Hoverman & Baldwin, 2012). The outcome is that the use of funds is postponed and projects are not completed in time. If projects are achieved on time and are within the planned budget they are judged as successful. Mackenzie, et al., (2102) further noted that with PM&E in place, successful completion of projects will become a common place.

In Kenya, PM & E is not widely done due to a variety of factors among them allocation of insufficient funds for this procedure, a lack of understanding of the value of PM & E; negative

perception of the whole PM & E process and lack of training on PM & E by both senior management within organizations (Sangole, Kaaria, Jemimah, Lewa & Mapila, 2014). There are doubts on quality management capabilities, training levels and effectiveness of the boards of governors in monitoring and evaluation (Gichoya, 2005). The lack of training and competence leads to inefficiencies which impede adoption of PM&E in management. Political interference opens doors to incompetent people who do not understand the parameters used in monitoring and evaluation.

The purpose of PM&E is to improve capacity building, increases efficiency and effectiveness, promotes transparency and accountability, encourages coordination of data collection and supervision, creates new partnerships, to leads to empowerment and promotes sustainability. PM&E is important in an organization since it allows the involvement of beneficiaries in evaluation which increases its reliability and gives the chance to obtain useful feedback and ideas for corrective actions. PM&E strengthens ownership regarding successful outcomes of planned initiatives, increases the motivation of stakeholders to contribute ideas to corrective actions and contributes to the learning of all staffs involve (Gakure, Mukuria & Kithae, 2013).

Kenya Marine and Fisheries Research Institute (KMFRI)

Kenya Marine and Fisheries Research Institute (KMFRI) is a state corporate body, established in 1979 under the science and technology, which has since been repealed by the science, technology and innovation Act No. 28 of 2013. KMFRI is under the Ministry of Agriculture Livestock and Fisheries. KMFRI's mandate is to undertake research in marine and freshwater fisheries, aquaculture, environmental and ecological studies, and Marine research including chemical and physical oceanography", in order to provide scientific data and information for sustainable exploitation, management and conservation of Kenya's fisheries and other aquatic resources, and contribute to National strategies of food security, poverty alleviation, clean environment and creation of employment as provided for under Vision 2030.

STATEMENT OF THE PROBLEM

Participatory monitoring and evaluation activities have not been completely adopted by managers in KMFRI. As a result this has hindered effective Implementation of Projects and realization of excellence in project performance. In the fisheries sector, the imperative to accomplish quality project performance has been the catalyst of many projects. Implementation of projects at the Kenya Marine and Fisheries Research Institute has sub optional results particularly in terms of impact and sustainability. This is because projects do not properly examine the style in which project outputs interrelate in the context of management. This is due to lack of proficient management in PM&E. In addition; the projects do not evaluate the combined impacts in terms of enhanced managing procedures or in relation to staff participation and performance outcomes. While there are studies that have looked at different aspects of participatory monitoring and evaluation in different sectors of the economy such as Njuki, Kaata,

Chitike Sanginga (2006) who looked at Participatory Monitoring and Evaluation on stakeholders engagement Assessment of projects impacts and for institutional and community learning and change in Uganda. Oyuga (2012) who looked at the determinants of adoption of participatory monitoring and evaluation in management of public secondary schools in Kisumu East District, Kenya and Kimweli (2013) who examined the role of monitoring and evaluation practices to the success of donor funded food security intervention projects and none of these studies have covered project performance in KMFRI as research institute, thus creating a knowledge gap. This study therefore filled the gap by looking at the effects of participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute.

GENERAL OBJECTIVE

The main objective of the study was to assess the effects of participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute, Mombasa.

SPECIFIC OBJECTIVES

1. To establish the effects of training on participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute, Mombasa.
2. To determine the influence of availability of financial resources on participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute, Mombasa.
3. To establish the impact of quality management capabilities on participatory monitoring and evaluation on project performance at Kenya Marine and Fisheries Research Institute, Mombasa.

THEORETICAL FRAMEWORK

A theoretical framework is a composition of concepts together with their definitions and reference to relevant scholarly literature. The theoretical framework demonstrates an understanding of theories and concepts that are relevant to the topic of any research paper and that relate to the broader areas of knowledge being considered (Labaree, 2009). The study was based on the community action planning (CAP) theory and empowerment theory.

Community Action Planning (CAP) Theory

Community Action Planning (CAP) was developed by Hamdi and Goethert (1997). This theory that empowers communities to design, implement and manage their own development programs. CAP theory is participatory, community based, problem driven and fast. Community participation is at the core of CAP and its focus is creating coalitions and partnerships thus participation occurs when people and organizations are convinced that their interests will be better served in partnerships than without them. This theory is relevant to this study since it sets a

clear principle on effective community or organization participation in development projects. The model focuses on who participates in a Community or organization based development effort and at what level. Efficient development plans should visibly show the people or employees who will participate and since welcoming all the employees or people involved is hard to manage so it is always good to design a strategy that will make sure that there is a fair representation of everybody (Cruz-Arcila, 2013). This theory continues to urge that communities and organizations together with their groups have to be responsible for the initiation, planning, design, implementation and maintenance of development projects in their environments. CPA explains that residences of a community must be made to participate in any development project in their environment. As community residents know their problems more than any other outside consultant or government. Therefore getting their input and having them to help decide the design of the project brings a sense of ownership and success of the project (World Bank, 1999-2001).

Empowerment Theory

This theory was developed by Hur (1997). It covers various measurements of life. Hur (1997) 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 (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). Regularly, 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, 1997). As per Hur (1997), in spite of the fact that the act of empowering is successful for the evacuation of febleness, certain elements still exist that may hinder the indication of strengthening.

EMPIRICAL LITERATURE

Extent of Training on Participatory Monitoring and Evaluation on Project Performance

Several studies have been conducted on participatory monitoring and evaluating on project performance. For example Njuki, Kaaria, Chitsike and Sanginga (2006) conducted a study on participatory monitoring and evaluation for stakeholder engagement, assessment of project

impacts, and for institutional and community learning and change in Uganda. The result showed that scientists are beginning to apply the PM&E process to engage their stakeholders in joint planning, developing common objectives and vision, and in collectively assessing progress. Scientists are paying more attention to issues and concerns of stakeholders and are adjusting project outcomes, outputs, and indicators based on stakeholder priorities. At the community level, PM&E data is being applied to adjust project activities, reflect and make decisions on various aspects of community initiatives, and to plan and monitor the implementation of activities. Additionally, communities are using these systems to hold research and development (R&D) institutions accountable to their priorities, through effective communication and feedback mechanisms. The study was done in Uganda and thus its findings may not be applicable in the Kenyan context and in the marine and fisheries sector.

Henry (2013) discussed the impact evaluation of a job-training programme for disadvantaged youths. The results showed that although more than 95% of the trainees complete the classroom phase, training providers fail to place a quarter of trainees in internships. This failure could be the result of the programme's course selection and the low threshold for internship placement set by Projoven. Ababa (2014) investigated on training; monitoring and evaluation practices and challenges of local nongovernmental organizations executing education projects in Addis Ababa. The study revealed that projects implemented by the local nongovernmental organizations in Addis Ababa are not effectively monitored and evaluated. This is due to various obstacles such as lack of M&E expertise, minimal budget allocation for M&E; poor involvement of stakeholders.

Oyuga (2012) examined the determinants of adoption of participatory monitoring and evaluation in management of public secondary schools in Kisumu East District, Kenya. The findings revealed that knowledge and skills of principals and board of governors' influences adoption of participatory monitoring and evaluation in public secondary schools. The study also established that board of governors and principals have little knowledge on policies guiding monitoring and evaluation in management and this too was found to influence adoption of participatory monitoring and evaluation in management of public secondary schools. The study was done in the education sector and its findings may not directly be applicable to KMFRI as research Institute.

Kimweli (2013) examined the role of monitoring and evaluation practices to the success of donor funded food security intervention projects. The study established that the community was not involved in any monitoring and evaluation of the food security intervention projects. Participatory monitoring and evaluation in food security projects therefore contributes to the success of food security projects though it should be complemented with good project management skills. For PM&E to be applied to the projects, the projects implementing agencies should conduct trainings to the community to build up their capacity in understanding and participation in the monitoring and evaluation system. The study covered donor funded food security intervention projects failing to look at the effect that PM&E has on project performance.

Influence of Financial Resources on Participatory Monitoring and Evaluation on Project Performance

Brown, Jacobs and Leith (2012) conducted a study on participatory monitoring and evaluation to aid investment in natural resource manager capacity at a range of scales. The study indicated that local NRM manager's recognition that as a community they needed to take responsibility for building their own capacity. Accordingly, many indicators identified capacity limitations inherent in the local community, particularly in relation to human and social capital, that needed to be addressed through action at local and regional scale. Responsibility for action to build financial capital was often linked to the viability of agricultural livelihoods, as influenced by issues such as international commodity prices and land values.

Wambura (2016) did a study on influence of participatory monitoring and evaluation practices on performance of village saving & loan associations projects in Kwale County, Kenya. The study find out that participatory M&E has an influence in the implementation of VSLAs projects in Kwale County. This is because whereby participatory M&E brings a direct influence on the projects or programmes' reformulation whereby there are changes in the objectives, goals, plans and strategies; there are financial mobilization practices and the involvement of stakeholders that had directly been linked to the implementation of the VSLAs in the Kwale county and beyond. Muriungi (2015) investigated the role of participatory monitoring and evaluation programs among government corporations. The study established that lack of time, insufficient M&E skills, poor pay, lack of enough funds, inadequate staff, lack of skills, technological challenges, lack of awareness and poor infrastructure hindered Participatory Monitoring and Evaluation.

Impact of Quality Management Capabilities on Participatory Monitoring and Evaluation on Project Performance

Richard Joss (2013) did a study on an evaluation of total quality management projects in the National Health Service. The findings indicate that both centrally and locally in the NHS was not sufficient to provide for rigorous pre-planning and monitoring of progress. Numerous other changes being made at the same time were mostly incompatible with TQM principles and hindered progress on coherent change. Leadership commitment to, and understanding of, TQM was much weaker in the NHS than in the commercial companies.

Bhatia (2013) carried a study on assessing the impact of quality management systems on business performance. The result indicated that organizations often implement QMS as a catalyst for change and use them in daily practice. Most of the proposed hypotheses are found to have significant positive relationship, whereas not enough significance is found between information quality and environmental performance, between design performance and product quality, and between environmental performance and product quality.

Mohammed (2016) conducted a study on the impact of total quality management on the construction projects in the Sudan. The study was able to indicate critical barriers that were

assessed in relation to other published data on inter-societal and intra-organizational barriers so as to identify a number of barriers unique to the Libyan case study. The overall results indicated that the case study companies were in the early stages of TOM initiatives and that there were large areas for improvement to overcome the barriers.

RESEARCH METHODOLOGY

Research Design

Mugenda and Mugenda (2003) defined a research design as a structure by which a researcher carries out his study, giving a systematic order and direction to the design. There are three main research designs namely; descriptive research, exploratory research and causal research. Descriptive research describes a phenomenon as it exists, by taking raw data and tabulating it into a useable format (Mugenda & Mugenda, 2003). Exploratory research refers to sections of a procedure that aids the researcher maintain a form of control over all variables affecting results of a particular experiment (Kothari, 2003). Causal research is an effect that occurs when variation in the independent variable results in the variation of another variable (Kothari, 2004). This study employed a descriptive research design carried out as a case study of Kenya Marine and Fisheries Research Institute, Mombasa. The study method provided in-depth information on effects of participatory monitoring and evaluation on project performance. Descriptive design uses a pre-planned design for analysis.

Target Population

The population of the study was the employees of Kenya Marine and Fisheries Research Institute, Mombasa. The samples consisted of 144 employees, consisting of CEO, Deputies Directors Assistant Directors, Researchers, Human Resource Managers, Financial Managers and staffs at Kenya Marine and Fisheries Research Institute.

Sampling Frame

A sampling frame describes the list of all population units from which the sample was collected (Cooper & Schindler, 2003). Mugenda and Mugenda (2003) describe a sampling frame as a list, directory or index of cases from which a sample can be selected. The sample size depends on what one wants to know, the purpose of the inquiry, what is at stake, what was useful, what had credibility and what can be done with available time and resources (Kothari, 2004).

Sampling and Sampling Technique

Sampling is described as the process by which a relatively small number of individual, object or event is selected and analyzed in order to find out something about the entire population from which was selected (Mugenda & Mugenda, 2003). Stratified sampling was involved segregating or forming groups or strata followed by random selection of subjects from each stratum. Stratified sampling ensures representation of the employees at the Kenya Marine and Fisheries

Research Institute. Ngechu (2004) supports this by stating stratified sampling technique produces estimates of overall population with greater precision and ensures that a more representative sample is derived from a relatively homogeneous population. Since the population of the study is small and easily accessible, a census of all cases was conducted.

Research Instruments

The researcher collected primary data. The primary data was collected due to its nearness to the truth and ease for control over errors (Copper & Schindler, 2003). Data for the study was collected using structured questionnaire. Kuter and Yilmaz (2001) define a questionnaire as a method for the elicitation, recording and collecting of information. The questionnaires contained open and closed questions and according to Darbyshire, MacDougall and Schiller (2005), to allow for intensity and richness of individual perceptions in respondent responses.

Data Collection Procedure

The researcher personally administered the questionnaires containing mainly closed ended questions to the respondents. A drop and pick later method was used to boost on total responses from the respondents. This gave the researcher the opportunity to offer clarification on the research items. Each respondent received the same set of questions in exactly the same way. Prior Informed Consent (PIC) to participate in the study was sought from all respondents before administering research instruments. All respondents were assured of total confidentiality and were informed orally of the purpose of the study and the relevant information required in the study.

Data Analysis and Presentation

Data collected using the research instruments was coded before entry into statistical software for analysis. Data cleaning was carried out before actual analysis commences. Descriptive statistics were computed whereby frequencies and percentages were clearly presented in the form of tables and figures. Inferential statistics was also computed with the aid of regression analysis. The Data analysis was carried out using Statistical Package for Social Sciences (SPSS 21.0). A regression model below was used to determine the nature of the relationship between dependent and independent variables.

$$Y = (\beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon)$$

Where: Y = Project performance; X₁ = Training; X₂ = Availability of financial resources; X₃ = Quality Management system; β = constant; ε = Error Term.

The regression model was moderated to take the following forms.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

Where: Z is the moderating variable dummy that takes the value of 0 or 1

RESEARCH RESULTS

The study found out that participatory monitoring and evaluation process engages stakeholders in joint planning and assessing progress, leads to successful completion of projects, was done to hold research and development institutions accountable, knowledge and skills influences adoption of participatory monitoring and evaluation and helps in understanding and participation in the monitoring and evaluation system.

The study established that the community needs to take responsibility for building their own capacity in participatory monitoring and evaluation process, financial capital is often linked to the viability of projects, participatory M&E brings financial mobilization practices by the communities leading to success of the projects, involvement of stakeholders has been directly linked to the successful implementation of projects and lack of enough funds to pay staffs and poor investment in infrastructure hinders successful project performance.

The study revealed that total quality management projects requires rigorous pre-planning which leads to success in project performances and influence change in its daily practice. Leadership commitment to projects often leads to success by overcoming the barriers to TQM initiatives by the top management.

REGRESSION ANALYSIS

The study conducted regression analysis to investigate the relationship between participatory monitoring and evaluation and project performance at Kenya Marine and Fisheries Research Institute.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.677	.667	1.37679

From the findings in table 2, R was 0.823 which implies that there was a positive relationship between all the three independent variables. R² was 0.677 implying that 67.7% of the variation in the dependent variable was explained by the independent variables. This implies that the regression model has very good explanatory and predictor grounds.

Table 2: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	401.177	3	133.726	70.547	.000 ^b
Residual	191.451	101	1.896		
Total	592.629	104			

From the finding, the significance value was 0.000 which is less than 0.05 thus the model is statistically significant in predicting the independent variables influence on dependent variable. The F critical at 5% level of significance is 2.70. Since F calculated (value = 70.547) is greater than the F critical (2.70), this shows that the overall model was significant.

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.214	.747		1.625	.107
Training	.115	.046	.235	2.478	.015
Financial Resources	.153	.061	.289	2.489	.014
Quality Management Capabilities	.187	.049	.370	3.796	.000

The established regression equation becomes;

$$Y = 1.214 + 0.115X_1 + 0.153X_2 + 0.187X_3 + \epsilon$$

Where: Y = Project performance; X₁ = Training; X₂ = Availability of financial resources; X₃ = Quality Management capabilities; β = constant; ε = Error Term.

From the findings of the regression analysis if all factors (training, availability of financial resources and quality management capabilities) were held constant, project performance would be at 1.214. A unit increase in training would lead to a unit increase in project performance by 0.115. A unit increase in availability of financial resources would lead to a unit increase in project performance by 0.153. A unit increase in quality management capabilities would lead to a unit increase in project performance by 0.187. All factors were significant as p values were less than 0.05.

CONCLUSIONS

The study concludes that lack of proper training on M&E and inappropriate tools inhibit participatory monitoring and evaluation. The study found that untrained staff will have a challenge in implementation of M&E thus poor results whereas trained and knowledgeable teams or stakeholders are key in ensuring quality M&E and implementation of all projects on keys issues like quality feedback and information on program planning and design.

The study concludes that lack of adequate financial resources was noted to affect the performance as well as quality of monitoring and evaluation. The budget implications for surveys, setting up management of monitoring and evaluation were systematically underestimated and failure to ensure spending of a reasonable proportion of resources on important aspect of the project management result in poor project performance.

RECOMMENDATIONS

The organization should develop M&E department to manage all monitoring and evaluation activities for all the projects in the organization. This can reduce the costs of employing M&E officer for every project, hold project officers accountable, ensure projects success and smooth running, evaluate and mitigate risks among other duties.

The study recommends that the organization should raise enough funds from the project sponsors or donors in order to support enough officers doing monitoring and evaluation and general projects management.

REFERENCES

- Ababa, A. (2014). Training, Monitoring and evaluation practices and challenges of local nongovernmental organizations executing education projects in Addis Ababa (Doctoral dissertation, Addis Ababa University).
- Bhatia, M. S. (2013). *Assessing the Impact of Quality Management Systems on Business Performance* (Doctoral dissertation, Concordia University Montreal, Quebec, Canada).
- Brown, P. R., Jacobs, B., & Leith, P. (2012). Participatory monitoring and evaluation to aid investment in natural resource manager capacity at a range of scales. *Environmental monitoring and assessment*, 184(12), 7207-7220.
- Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods* (8 th edn.) McGrawHill: New York.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.
- Cruz-Arcila, F. (2013). Accounting for difference and diversity in language teaching and learning in Colombia. *Educación y Educadores*, 16(1), 80-92.
- Darbyshire, P., MacDougall, C., & Schiller, W. (2005). Multiple methods in qualitative research with children: more insight or just more?. *Qualitative research*, 5(4), 417-436.
- Frankel, N., & Gage, A. (2007). M&E fundamentals: a self-guided mini course.
- Franks, D. (2012). Social impact assessment of resource projects. *International Mining for Development Centre*, 3.
- Gakure, R. W., Mukuria, P., & Kithae, P. P. (2013). An evaluation of factors that affect performance of primary schools in Kenya: A case study of Gatanga district. *Educational Research and Reviews*, 8(13), 927.
- Gichoya, D. (2005). Factors affecting the successful implementation of ICT projects in government. *the Electronic Journal of e-government*, 3(4), 175-184.
- Hamdi, N., & Goethert, R. (1997). *Action planning for cities: a guide to community practice* (p. 264). Chichester: John Wiley.
- Henry E Peña (2013) Impact Evaluation of a Job-Training Programme for Disadvantaged Youths: The Case of Projoven

- International Federation of Red Cross and Red Crescent Societies (Editor) (2007): [*Monitoring and Evaluation in a nutshell*](#). International Federation of Red Cross and Red Crescent Societies
- Jackson, E. T. (2013). Interrogating the theory of change: evaluating impact investing where it matters most. *Journal of Sustainable Finance & Investment*, 3(2), 95-110.
- Kimweli, J. M. (2013). The Role of Monitoring and Evaluation Practices to the Success of Donor Funded Food Security Intervention Projects A Case Study of Kibwezi District. *International Journal of Academic Research in Business and Social Sciences*, 3(6), 9.
- Kimweli, J. M. (2013). The Role of Monitoring and Evaluation Practices to the Success of Donor Funded Food Security Intervention Projects A Case Study of Kibwezi District. *International Journal of Academic Research in Business and Social Sciences*, 3(6), 9.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kuter, U., & Yilmaz, C. (2001). Survey methods: Questionnaires and interviews. *Choosing Human-Computer Interaction (HCI) Appropriate Research Methods*.
- Labaree, D. (2010). Teach for America and teacher ed: Heads they win, tails we lose. *Journal of Teacher Education*, 61(1-2), 48-55.
- Lindner, J. R., Murphy, T. H., & Briers, G. E. (2001). Handling nonresponse in social science research. *Journal of Agricultural Education*, 42(4), 43-53.
- Mackenzie, J., Tan, P. L., Hoverman, S., & Baldwin, C. (2012). The value and limitations of Participatory Action Research methodology. *Journal of Hydrology*, 474, 11-21.
- Mascia, M. B., Pailler, S., Thieme, M. L., Rowe, A., Bottrill, M. C., Danielsen, F., & Burgess, N. D. (2014). Commonalities and complementarities among approaches to conservation monitoring and evaluation. *Biological Conservation*, 169, 258-267.
- Mohammed, N. (2016). *The Impact of Total Quality Management on The Construction Projects in The Sudan* (Doctoral dissertation, Sudan University of Science and Technology).
- Mugenda, A. G. (2008). *Social science research: Theory and principles*. Nairobi: Applied.
- Mugenda, O. & Mugenda A. (2003). *Research methods: quantitative and qualitative approaches*.
- Muriungi, T. M. (2015). The role of participatory monitoring and evaluation programs among government corporations: A case of EwasoNgi'ro North Development Authority. *International Academic Journal of Social Sciences and Education*, 1(4), 53-76.
- Ngechu, M. (2004). *Understanding the research process and methods: An introduction to Research Methods*.
- Njuki, J., Kaaria, S., Chitsike, C., & Sanginga98, P. (2006). Participatory monitoring and evaluation for stakeholder engagement, assessment of project impacts, and for institutional and community learning and change. *Project SN-3 Participatory*

Research Approaches to Reduce Poverty and Natural Resource Degradation through the Creation of Market Links and Social Control of, 409.

- Njuki, J., Kaaria, S., Chitsike, C., & Sanginga, P. C. (2006). Participatory monitoring and evaluation for stakeholder engagement, assessment of project impacts, and for institutional and community learning and change. *Project SN-3 Participatory Research Approaches to Reduce Poverty and Natural Resource Degradation through the Creation of Market Links and Social Control of, 409.*
- Oyuga, B. A. (2012). Determinants of adoption of participatory monitoring and evaluation in management of public secondary schools in Kisumu East District, Kenya (Doctoral dissertation, University of Nairobi, Kenya).
- Parmenter, D. (2015). *Key performance indicators: developing, implementing, and using winning KPIs*. John Wiley & Sons.
- Pennypacker, J. S. (2005). Measures of project management: Performance and value. *Center for Business Practices*.
- Richard Joss (2013) an evaluation of total quality management projects in the National Health Service a thesis submitted for the degree of Doctor of Philosophy.
- Rietbergen-McCracken, J., & Narayan-Parker, D. (Eds.). (1998). *Participation and social assessment: tools and techniques* (Vol. 1). World Bank Publications.
- Rietbergen-McCracken, J., Narayan, D., World Bank (Editor) (1998): [*Participation and Social Assessment: Tools and Techniques*](#). Washington: World Bank. [URL](#) [Accessed: 10.05.2010].
- Sangole, N., Kaaria, S., Jemimah, N., Lewa, K., & Mapila, M. A. (2014). Community based participatory monitoring and evaluation: Impacts on farmer organization functioning, social capital and accountability. *Journal of Rural and Community Development, 9*(2).
- Speer, J. (2012). Participatory governance reform: a good strategy for increasing government responsiveness and improving public services? *World Development, 40*(12), 2379-2398.
- The World Bank (Editor) (2010): [*Participatory Monitoring and Evaluation, in Topics: Participation and Civic Engagement \(a\)*](#). Washington D.C.: The World Bank. [URL](#) [Accessed: 27.05.2010].
- Tørseth, K., Aas, W., Breivik, K., Fjæraa, A. M., Fiebig, M., Hjellbrekke, A. G., ... & Yttri, K. E. (2012). Introduction to the European Monitoring and Evaluation Programme (EMEP) and observed atmospheric composition change during 1972–2009. *Atmospheric Chemistry and Physics, 12*(12), 5447-5481.
- Wambura, M. J. (2016). Influence of Participatory Monitoring and Evaluation Practices on Performance of Village Saving & Loan Associations Projects in Kwale County, Kenya (Doctoral dissertation, University Of Nairobi).
- WSP (Editor) (2007): [*Calendar 2007 June*](#). Washington, DC: *Water and Sanitation Program (WSP)*. [URL](#) [Accessed: 03.04.2012].