

DETERMINANTS OF EFFECTIVE IMPLEMENTATION OF MONITORING AND EVALUATION SYSTEMS IN COUNTY GOVERNMENTS IN KENYA

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ABSTRACT

Many governments worldwide have been struggling with how to ensure efficiency and effectiveness in service delivery and good governance. In Kenya, the civil societies and the general public have always advocated for a decentralized government where resources and services would be brought nearer to the people. Some of the developing countries, however, are pursuing the path of outcomes orientation by building or improving their government M&E approach. It is from this premise that the research sought to examine the determinants of effective implementation of M&E systems in county governments in Kenya. Specifically, the study were; To assess the role of stakeholder participation in effective implementation of M&E systems in county governments in Kenya; To assess the role of M&E reports in effective implementation of M&E systems in county governments in Kenya; To examine the role of M&E budgetary allocation in effective implementation of M&E systems in county governments in Kenya; and To establish the role that M&E Training plays in effective application of M&E systems in county governments in Kenya. This research was guided by Public participation Theory, Program Theory, Theory of Budgeting and Human Capital Theory. This study adopted descriptive research design. The intended population for the study covered the M&E units in all counties in Kenya. The study used census method given the target population was small and therefore a sample could not be representative. The study used face to face administration of questionnaires

to collect primary data from the respondents. Data compiled was subjected to editing and formatting before organizing it for coding and entry into the Statistical Package for Social Sciences (SPSS Version 24) Software. Quantitative data was analysed using multiple regression analysis while qualitative data was analysed using content analysis by SPSS. The statistical results that were produced from the data was presented in bar graphs and tables for easier interpretation and discussion. Based on the statistical data analysis the researcher was able to draw possible conclusions and inferences from the data collected. The regression coefficients which show the relationship between the independent variables (stakeholder participation, M & E reports, budgetary allocation and M & E trainings) and dependent variable (implementation of M &E systems) were strong, positive and significant. This implies that these determinants are very significant therefore need to be considered in order to enhance implementation of M &E systems in the county governments of Kenya. There is the need to strengthen the governance structures, form community level project monitoring and evaluation management committees and the sensitization of beneficiary communities of projects and programmes on the need to participate in the monitoring and evaluation of projects and programmes. There is need to provide adequate funds for the M & E activities and timely disbursement of the M & E funds. Further the allocated money should be channelled to the right use. The study recommends that the effectiveness of M & E systems in the county governments can be

enhanced when trained human personnel learn how to apply technical and systematic methodologies in executing these activities. Therefore, the county governments should consider offering or sponsoring the M&E staff to formal professional monitoring and evaluation training courses on M & E systems in the county governments. This

will ensure relevant and useful results, economical use of resources and achievement of objectives to enhance service delivery in the county governments of Kenya.

Key Words: *implementation, monitoring, evaluation, systems, county governments, Kenya*

INTRODUCTION

This study focused on determinants of effective implementation of M&E systems in county governments in Kenya. This section presents a brief information about the study as guided by background of the research, global, regional, and local perspectives; statement of the problem; the general and specific goals of this research, the study questions, scope of the study and significance of the study.

According to Callistus and Clinton (2018) monitoring embodies an on-going role that helps to follow task performance against intended status. It intends to provide consistent oversight of the application of an action based on input delivery, work plans or intended products. Monitoring examines both programme technique and changes in settings of a certain group and institutions which is caused by program activities. On the other hand, an evaluation is an assessment which is done by following a certain procedure and objectively as possible, of a project, action, programme, policy, strategy, operational area, theme or institutional performance. It examines the stage of accomplishment of any form of outcomes by analysing the outcomes chain, techniques, contextual aspects and connection using suitable principles such as significance, efficacy, proficiency, consequences and sustainability (Porter & Goldman, 2013).

M&E methods can help the social sector in assessing its performance so as to recognize the aspects that facilitate to service delivery results. M&E is distinctively directed towards offering its customers with the capability to draw fundamental interaction between the choice of rule priorities, resources, and techniques which are required in the implementation, the services actually provided, and their decisive effect on society (Gebremedhin, 2010). However, government-wide M&E systems are extremely complicated, multidisciplinary and skill intensive, since it involves a comprehensive knowledge both across and within sectors, and connections among designing, budgeting and implementation. The issue is so complex, especially when the government is decentralized, where authorities and roles being allocated across diverse provinces of the government. It is truly this complicated decentralized government with diffused powers and roles which needs strong M&E structures to promote coordination and control division (Motingoe & Van der Waldt, 2013).

According to Valters (2014), monitoring and evaluation are two distinct concepts, but closely linked. These two concepts are mutually supportive and correspondingly essential. According to Waithera and Wanyoike (2015), monitoring has been defined as an internal project role which is structured to provide a constant response on the progress of a task, problem faced, and effectiveness under which is being implemented. Evaluation has mainly been carried out to measure the level at which a project has produced the expected effects and the distribution of the advantages between various groups, and their sustainability. As such, monitoring is a constant gathering and interpretation of data that informs project managers if the activities carried out match the objectives. M&E play a crucial role in company system as they contribute in enhancing the knowledge and learning process. This has been a critical performance management tool which enhance roles accountability.

According to Head (2016), evidence-based policy is described as a technique that aids individuals to make a logical conclusion about policies, programmes and tasks by supporting with the best available materials at the heart of policy development and implementation. Evidence may involve data produced by integrated M&E structure, theoretical study, ancient experience and “good practice” information. This technique goes in contrary to opinion-based system, that depends severely on either the selective application of materials (e.g. on single studies irrespective of standard) or on the unapproved persons’ perception, often driven by conceptual viewpoints, biases, or hypothetical conjecture. M&E also offers data about the activities of an authority, of specific ministries, and of agencies, directors and their members. Governments are working to enhance their work by forming M&E system to assess and assist them comprehend their performance (Head, 2016).

STATEMENT OF THE PROBLEM

In spite of the interventions made to strengthen M&E of public development projects in the county governments, the national M&E Policy draft describes the following challenges still being experienced: weak M&E culture, weak M&E reporting structures, multiple and uncoordinated monitoring and evaluation systems within and among institutions, weak institutional, managerial and technical capacities. The county governments’ M&E systems having been producing large volumes of performance information and there is limited emphasis on implementation of M&E recommendations to be applied during planning, accountability, learning and managerial purposes (Basheka&Byamugisha, 2015). According to Njau (2016), in a baseline assessment of M&E capacities in 17 counties in Kenya, an organizational capacity index (OCI) was computed to illustrate the existing capacity for M&E, including organizational, technical, and behavioral aspects. Across all counties, the OCI scores were generally low, with only seven out of the seventeen counties scoring about a third. The largest OCIs were recorded in Kilifi (47.2), Garissa (40.7), Kirinyaga (39.8), Siaya (38.3), and Kakamega (37.7). The lowest OCI scores were recorded in Kitui (12.7) and Wajir (14.8). This clearly illustrates that there are serious gaps in the adoption of standard M&E practices in the counties despite the significance it

plays in ensuring quality and efficient public service delivery. Several researches have been undertaken on public sector M&E effectiveness, Mwangi, Nyang'wara and Ole Kulet (2015), while studying effectiveness of CDF funds M&E in Laikipia West constituency agreed that implementation of M&E recommendations improved the success rate of public projects. Majority of previous studies have dealt more on specific project's M&E systems especially in NGO's and national government while there has been relatively less that has been researched on monitoring and evaluation systems in county governments. Based on this, the study sought to assess determinants of effective implementation of M&E systems in county governments in Kenya.

GENERAL OBJECTIVE

The general objective of the study was to assess the determinants of effective M&E systems implementation in county governments in Kenya.

SPECIFIC OBJECTIVES

1. To examine the role of stakeholder participation in effective implementation of M&E systems in county governments in Kenya.
2. To examine the role of M&E reports in effective implementation of M&E systems in county governments in Kenya.
3. To determine the role of M&E budgetary allocation in effective implementation of M&E systems in county governments in Kenya.
4. To assess the role of M&E Training in effective implementation of M&E systems in county governments in Kenya.

THEORETICAL REVIEW

Public Participation Theory

This theory was advanced by Arnstein (1969), who describes citizen participation in various ladder levels, and at the bottom rungs of the ladder are (1) Manipulation and (2) Therapy. These two rungs describe levels of "non-participation" that have been contrived by some to substitute for genuine participation. Rungs (3) Informing and (4) Consultation are proffered by power holders as the total extent of participation, citizens may indeed hear and be heard. But under these conditions they lack the power to insure that their views will be heeded by the powerful. Rung (5) Placation, is simply a higher level tokenism because the ground rules allow have-nots to advise, but retain for the power holders the continued right to decide. Citizens can enter into a (6) Partnership that enables them to negotiate and engage in trade-offs with traditional power holders. At the topmost rungs, (7) Delegated Power and (8) Citizen Control, have-not citizens obtain the majority of decision-making seats, or full managerial power. Obviously, the eight-

rung ladder is a simplification, but it helps to illustrate the point that so many have missed-that there are significant gradations of citizen participation. Knowing these gradations makes it possible to cut through the hyperbole to understand the increasingly strident demands for participation from the have-nots as well as the gamut of confusing responses from the power holders.

This theory explains on enhancing equitable distribution of public and natural resources thus ensuring there is satisfaction from the beneficiaries/citizenry since there is local ownership. Boon, Bawole & Ahenkan (2013) also advocates for more participatory development that encompasses the views of the citizen especially in needs assessment which will ensure the sustainability of the project benefits due to the support of the communities. This theory also notes that stakeholder involvement should be prioritised through active engagement which does not only view the citizenry as sources of information but as key stakeholders in policy making and project delivery. This theory stands out key in this study since it takes into account stakeholder's perspectives, and their role in active participation so as to aid in local development.

Program Theory

This theory was advanced by Bickman (1987) who proposes that proposes every programme has a theory underpinning it. A program theory consists of a set of statements that describe a particular program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects. Program theory modelling uses three components to describe the program: the program activities or inputs, the intended outcomes or outputs, and the mechanisms through which the intended outcomes are achieved

Brousselle and Champagne (2011), explains program theory as entails an organizational strategy that deals with how to garner, organize, and deploy materials, and how to arrange program activities so that the target service approach is established and maintained. The theory also emphasizes on the service exploitation plan that examine how the intended group gets the planned amount of the intervention by linking with the programs service distribution structure. Lastly, it views at how the planned intervention for the certain targeted group brings about the desired social advantages. This theory is going to greatly inform this study particularly on the independent variable (reports) as is observed by Rogers, as cited by Riemer and Bickman (2011) who recognises the benefits of the theory-based model in M&E, being able to attribute projects results to definite task and recognise unanticipated and undesired results. Theory based evaluations helps an investigator to inform why and how the programme is performing. Therefore program theory really guides on the M&E reports independent variable for this study.

Theory of Budgeting

This theory was advanced by Henry C Adams (1985) who explains the social motivation behind government budgeting. “Budget” and “Budgeting” are concepts traceable to the bible days, precisely the days of Joseph in Egypt. It was reported that nothing was given out of the treasure without a written order. History has it that Joseph budgeted and stored grains which lasted the Egyptians throughout the seven years of famine. Budgets were first introduced in the 1920s as a tool to manage costs and cashflows in large industrial organizations.

Valters (2014), describes that an active financial control helps a company to plan and effectively examine how to anticipate forthcoming possible hazards and chances by creating an effective structure of management, a detector of variances between firm’s goals and operations. Budgets project feature financial performance helps in measuring all the financial feasibility of a selected plan. In most institutions, the method is formalized by creating yearly financial plan and measuring routine against budgets. Hence, budgets are a simply a group of intent and estimates. During budget preparation processes, all alternative solutions are effectively reviewed so as to enhance rationality. A budget allows an objective, a typical of routine, to be created with succeeding contrast from real outcomes with the developed standards. It emphasizes those participating should concentrate on future rather than the past. Budgets have, hence, been recognised that it has the ability to carry out several responsibilities such as making goals explicit, coding learning, and much more. It demonstrates this by “linking compensation to performance measures against the budget”, thereby making objectives clear, communicating objectives and thereby coding learning and explaining operations that evaluate specific employees of a firm (Nzekwe, Oladejo & Emoh, 2015). From this perspective therefore, this theory forms the basis for the variable budgetary allocation.

Human Capital Theory

According to Sweetland (1996), Becker in 1964 established a framework of specific investment in human capital which is the same to physical technique of production. He insisted that investing in human capital entails all deeds that impact future income through the implanting of resources in individuals. The main component the theory is training and development is an investment of period and inevitable incomes for advanced rates of return after a long time. In his model, Becker differentiate between general and individual human resource. In which, general human resource is defined not to be only essential with the modern employer but also with other possible employers. The theory claims that employees with a lot of experience levels are bound to receive higher compensation since they are more productive. New practices may also need more firm specific skills that would stimulate workers-provided training and income (Sweetland, 1996). Human capital theory stresses that human finance is the structure of workers’ skills, knowledge and capabilities. It is a key motivator of organization routine when the earnings on investments exceeds labour costs. Scholars have insisted that human capital, particularly the high

standard and organization individual human capital has the ability to serve as a foundation of competitive advantage. Organization may use human resource practices to form and preserve valuable human capital such as both generic and organization specific human capital, which help to direct high operational and financial functions. Based on this perception, companies do not achieve themselves, but rather use human resource routine to increase productive behaviours from workers, and thus, help to attain desirable performance (Sweetland, 1996). From this perspective therefore, this theory will greatly inform the independent variable M&E training.

EMPIRICAL LITERATURE REVIEW

Stakeholder Participation

Participation of the stakeholders needs to be incorporated at initial phases of the M&E process (Kerongo, Mutua&Musomba, 2013). The shareholder dimension is important in project control as some investors have high share in the project while others have great impact over the project deliverables (Kennon, Howden & Hartley, 2009). According to Waithera and Wanyoike (2015) stakeholders' participation is crucial to the effective operationalization of the M&E plan. Also Echoed by Kariuki and Njuki (2013) who found out that participatory M&E strengthen learning and changing at both society and organizational level to improve the success of M&E activities by encouraging negotiation of results that different shareholders expect from a task. Participation of major stakeholders in the program of M&E is a key process which allows for absorption of diverse viewpoints for consideration before release of the outcome and these results can be accepted and be kept project lessons learned. Participation of stakeholders should start at the onset of monitoring and evaluation process and should encompasses major stakeholders and other concerned parties to make sure the M&E function is effective and delivers results (Nyaguthii&Oyugi, 2013). Involvement of the right people in the entire process greatly enhance the outcome. It also improves the perception on recommendations, embracement and enforcement of the corrective measures in good time. Involvement of the stakeholders need special consideration since it has a powerful impact on the efficiency and efficacy of the M&E process (Mwangi, Nyang'wara & Ole Kulet, 2015).

Monitoring and Evaluation Reports

The significance of monitoring reports should not be ignored because it is an essential section of project management. Activities undertaken, inputs integrated, capital needed, and much more have to be recorded and accounted (Callistus & Clinton, 2016). The uses of task monitoring reports is to record all activities after completion, identify significant deviation from the project; give data for harmonization of national development system; give reference sources for planning such project in future; and offer data for future evaluators. Potential challenges of a project monitoring report include; they tend to concentrate on a pre-determined unit of data for research; they may not be shared with those who gives the information; and that the data may be too

specific. In contrast, some benefits are; they provide a standardised flow of evidence required in policy making; they give information of past projects which used the same approach; they may give logic of accountability to the target unit; they can be used to recognise skill building required to individuals accountable for gathering information and preparing the reports (Patton, 2011).

According to Micah and Luketero (2017) reporting should offer a clear demonstration of the evidences; the report should be simple and comprehensible. It should be suitable for its target population. The language and layout used should be free from errors, brief, and easy to comprehend; it should be constant. Reporting should be systematic so as to permit comparison over time, enabling performance to be followed against meters, targets, and other essential data. Additionally, it should be cheap, permit the time and resources dedicated to it, equalize against its significance and use (Patton, 2011).

Budgetary Allocation

Budgeting M&E items should be done right from the onset of the project design in order to factor in its costing as it is for other project activities. Through emergence of result-based monitoring and evaluation, tracking project financial expenditure has gotten very high attention (Nzekwe, Oladejo & Emoh, 2015). However, there are concerns on whether budgetary allocation to M & E items leads to improved project effectiveness since some of the projects continue to perform poorly despite them having a monitoring and evaluation budgetary allocation (Ika, 2012). The required financial resources for M & E should be reviewed within the global costs of distributing the contracted outcomes with no extra cost. Capital resources for M&E should be approximated at the period of planning for M&E (Gorgens & Kusek, 2010).

According to Tengan, Aigbavboa and Thwala (2018) for M&E, integrating resources is one of the common financial mechanisms in a project. Another technique is to create a distinct M&E fund, resources or project linked with a result or a programme to which all the basic projects would contribute by the relocation of some task capital. Additionally, application of mobilize funds from partners straight for a result of M&E facility. Another alternative is to allocate required capitals yearly for each result on the basis of planned budgets of M&E from all programme cost to the facility. This will help the organization to be more genuine in accounting and also reduces the hazard of running out of materials for assessment, which frequently are perceived at the end of the implementation (Ngundo & James, 2018).

Monitoring and Evaluation Training

Wotela (2017), stresses that human resource is so crucial for efficient M&E, by highlighting that staffs working should hold necessary skill in the field so as to ensure high standard M & E. Deploying of an operative M&E demand for workers to undertake some training so as to gain

some knowledge and experience which are required in study and project management so as to enhance capacity building. In-turn guide manuals, handbooks and toolkits have been deployed by workers working in a project so as to offer them with practical information which enhances result-based control so as to enhance awareness of M&E. They also offer many applied illustrations and activities, which are essential because offer workers on how to improve their skills and experience on the project (Acheampong, 2016).

These guidebooks support outcome-oriented M&E responsibility by enhancing systems and policies with clear structural duties and obligations. This is very important since they inform on current trends and methodologies in monitoring and evaluation including result-based M&E systems and participatory M&E systems. All these books not only provide guidance to the staff, but also request for feedbacks from the users which is in-turn used to improve the guidebooks (Acheampong, 2016). M&E training is essential in improving workers ability since it aids with the collaboration and administration of the M&E structures. M&E training should begin with M&E model and ensure that the group comprehend the interaction between the model and outcome structure as linked in indicators (Kithinji, 2015).

RESEARCH METHODOLOGY

Research Design

Zikmund *et al.* (2013) observe that the study design offers the researcher with a clear research structure that direct the techniques, decisions and sets the foundation for analysis. It provides a blue print for the research that enables the researcher to ensure the validity of the final results (Bell, Bryman & Harley, 2018). This study used descriptive research design. Descriptive research design aim at portraying accurately the characteristics of a particular group or situation. This design is used in research as it allows researchers to collect, summarize, analyse and present information (Saunders, 2011). The study also used both qualitative and quantitative mixed methods. The purpose of this was that both qualitative and quantitative research in combination provides a better understanding of a research problem or issue than a particular research approach alone. The quantitative approach emphasizes measurement and data analysis in numerical form to give summarized descriptions and on methodology, procedure and statistical measures to test hypothesis and make predictions (Saunders, 2013). Mwangi (2015) confirmed qualitative methods allow use of in-depth interviews to collect data.

Target Population

Population is the total of all that agrees with a certain order (Hair *et al.*, 2015). According to Zikmund *et al.* (2013), a population is a full unit of entities within which the research wants to research, understand or predict a social occurrence. The target population for the study

comprised of 94 M&E personnel (Senior and deputy M & E officers) from all the 47 counties in Kenya.

Sampling Technique and Sample Size

Collis and Hussey (2013) define sample size as any portion of a population selected for the study and from whom information that the study needs are obtained and generalizations made about the population. An effective unit should be: actually, representative of the unit; outcome in a small sampling error; viable, economical, and organised, whose outcomes can be used to the world with a rational level of assurance (Quinlan *et al.*, 2019). Research scholars offer different strategies that can be used to determine the sample size. For a small population a research may use census, copy a sample size from similar studies or even apply a formula to calculate the size. A census is a broad enumeration survey technique in which each and every sample of in the unit is selected for information gathered (Quinlan *et al.*, 2019). This study used census method given the target population was small and therefore a sample could not be representative.

Data Collection Instruments

The study used structured questionnaires for gathering primary data from respondents. Revilla, Saris, and Krosnick (2014) define a questionnaire as a set of questions or statements that measure outlooks, thoughts, principles, biographical data or other forms of data. The research used the method since they are cheaper and quicker to administer compared to other instruments and methods and the respondents can fill them anonymously, and also the researcher can distribute to a larger sample (Bell, Bryman & Harley, 2018). According to Hair *et al.* (2015), the first stage of collecting information involves meeting top management of the organisation to secure their commitment to implement the findings. Therefore, the researcher met with the top management of the counties involved to clarify the commitment needed from them and the significance of the study especially to the county. In the second stage, the respondents were briefed by the researcher before beginning data collection. The scope and purpose of carrying out the study was communicated during the process. Importantly, the respondents were given assurance that the data they gave will be treated with confidentiality. Furthermore, there was a letter of introduction attached to the questionnaires to lay more emphasis on the drive and scope of the research. The aim of this exercise was to build trust between the respondents and the researcher. The researcher then gave the respondents questionnaires to fill in and then picked them for data entry and analysis.

Data Analysis and Presentation

Data collected was subjected to editing and formatting before organizing it for coding and entry into the Statistical Package for Social Sciences (SPSS Version 25). Software. Assumptions underlying the multivariate analysis included reliability, autocorrelation, multicollinearity,

heteroscedasticity, outliers and normality were checked. The statistical results that were produced from the data were presented in bar graphs and tables for easier interpretation and discussion. Based on the statistical findings the researcher was able to draw conclusions from the responses. The study used Multiple Regression analysis output in estimation of the interaction between the predictor and predictand variables, and offer a technique of evaluating the nature and degree of the association between them with objectivity. Further, Analysis of Variance (ANOVA) was used to check significance of the model used in the research. The decision principle for F-statistic is to accept the model if p-value was smaller or equal to the critical value of 0.05 level of significance or to reject the model if p-value will be greater than the critical value of 0.05 level of significance as advised by (Bryman & Cramer, 2012). The study was guided by a model of the form:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Represents the dependent variable (Effective implementation of M&E Systems); β_0 = The Constant, the value of Y when all X values are zero; β_i = The regression coefficients ($i = 1, 2, 3$ and 4). The regression coefficients shows the relative essence of each of the independent variables in the prediction of the dependent variable; X_1 = Stakeholder Participation; X_2 = M&E reports; X_3 = M&E budgetary allocation; X_4 = M&E training; ε = the error term (To account for all other Variables not considered in the study), assumed to be normally dispersed with mean zero and constant variance.

RESEARCH RESULTS

Stakeholder Involvement

The first objective of the study was built on the hypothesized statement that was based on the research question one; ‘What is the role of stakeholder participation in effective implementation of M&E systems in county governments in Kenya?’ The study findings established that effective implementation of M&E systems in county governments in Kenya was significantly influenced by stakeholder participation positively. The effective implementation of M&E systems was measured based on relevant and useful results, economical use of resources and achievement of objectives. This study therefore established that with stakeholder involvement in M & E provides improved relevant and useful results, economical use of resources and achievement of objectives hence bring enhanced service delivery in the county governments of Kenya.

M & E Reports

The second objective of the study was grounded on the hypothesized statement that was based on the research question two; ‘What is the role of M&E reports in effective implementation of M&E systems in county governments in Kenya?’ The study findings established that effective implementation of M&E systems in county governments in Kenya was significantly influenced

by M & E reports positively. The finding shows that when relevant and useful results, economical use of resources and achievement of objectives were achieved based on the usage of M & E reports and the constructs were all significant at five percent. Further, the study findings indicated that the objectives of M&E were not clearly stated. The reports were not provided in a timely manner and not easy to understand to facilitate evidence-based planning in the county. The M&E reports were not acted upon appropriately by the county management. It was evident that there was inadequate dissemination of reports and institutional guidelines were never followed when writing M&E reports.

Budgetary Allocation

The third objective of the study was centred on the hypothesized statement that was founded on the research question three; ‘What is the role of budgetary allocation on effective implementation of M&E systems in county governments in Kenya?’ The study findings established that effective implementation of M&E systems in county governments in Kenya was significantly influenced by budgetary allocation positively. The study established that the percentage of the total county budget allocated specifically for M&E activities was very low, a majority of counties allocating less than 1%. However, there has been a rising trend over the 3 years under study on the amount of budgetary allocation which shows increased recognition of M&E importance in the county governments. The study established that the M&E department was not much involved in planning and budget making process in the county. There were inadequate financial resources for M&E were estimated realistically during planning to avoid budget upsets after commencement. The study findings also indicated that the counties disbursed the M&E budgets not in a timely manner.

Monitoring and Evaluation Training

The fourth objective of the study was formed on the hypothesized statement that was founded on the research question four; ‘What is the role of M & E training on effective implementation of M&E systems in county governments in Kenya?’ Based on the correlation and regression analysis, the study findings showed that effective implementation of M&E systems in county governments in Kenya was significantly influenced by M & Training positively. It was noted that the trainings held in the counties on the M&E systems were inadequate for the last three years (2016-2018). The number of well-trained human personnel who facilitated effective implementation of M&E systems was also inadequate. The study results also showed that the M&E capacity building trainings counties held or facilitated were inadequate thus affecting implementation of M&E systems in the county governments of Kenya.

Implementation of Monitoring and Evaluation Systems

The study findings based on the inferential analysis showed a significant and positive relationship between independent variables (stakeholder involvement, M & E reports, budgetary allocation, M & E trainings) and dependent variable (effective implementation of M & E systems in county governments of Kenya). The study findings also indicated that the recommendations put forward were not acted upon thus affecting service delivery in the county governments of Kenya. However, the county governments which had established M&E systems showed improved transparency and accountability on service delivery to a great extent. The study also showed that the learning and improving the county processes was efficient when the M & E systems were in place.

INFERENTIAL STATISTICS

Inferential statistics used in the study included the use of correlation analysis and multiple regression analysis. The use of different tests was driven by the need to establish the relationship between the independent variables (stakeholders' involvement, M & E reports, budgetary allocation and M & E training) and dependent variable (Implementation of M & E systems) and corroborate results and to further query the results to find out more about the underlying patterns explaining such results

Correlation is a bivariate analysis that measures the strength of linear association between two variables and the direction of the relationship. According to Zikmund et al. (2013), Pearson (r) correlation is the most widely used correlation statistic to measure the degree of the relationship between linearly related variables and adopted in this study. To measure the strength of the relationship, the value of the correlation coefficient varies between +1 (positive one) and -1 (negative one). When the value of the correlation coefficient lies around ± 1 , then it is said to be a perfect degree of association between the two variables. As the correlation coefficient value goes towards 0, the relationship between the two variables will be weaker. The direction of the relationship is simply the +sign (indicating a positive relationship between the variables) or -sign (indicating a negative relationship between the variables). Pearson Product moment correlation was used to determine the relationship between independent variables (stakeholders' involvement, M & E reports, budgetary allocation and M & E training) and dependent variable (Implementation of M & E systems).

The study sought to establish the relationship between stakeholder involvement, M & E reports, budgetary allocation and M & Training on the effective implementation of M & E systems in the county governments of Kenya. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 1 show a correlation ($r(70) = 0.829$;) between the stakeholder involvement on implementation of M & E systems. This implies that the stakeholder involvement was positively correlated to the implementation of M & E systems. In addition, the

correlation between these two variables was significant, that is $p=0.000 < 0.025$. This shows that stakeholder involvement had a significant effect on implementation of M & E systems in the county governments of Kenya.

Table 1: Correlation Matrix for Independent and Dependent Variables

| | | Implement ation of M & E systems | Stakeholder r Involvement | M & E Reports | Budgetary Allocation | M & E Training |
|---------------------------------|---------------------|---|---------------------------------|------------------|-------------------------|-------------------|
| | Pearson Correlation | 1 | | | | |
| Implementation of M & E systems | Sig.(2-tailed) | | | | | |
| | N | 70 | | | | |
| Stakeholder Involvement | Pearson Correlation | 0.829 | 1 | | | |
| | Sig.(2-tailed) | 0.000 | | | | |
| | N | 70 | | | | |
| M & E Reports | Pearson Correlation | 0.801 | 0.324 | 1 | | |
| | Sig.(2-tailed) | 0.000 | 0.003 | | | |
| | N | 70 | 70 | | | |
| Budgetary Allocation | Pearson Correlation | 0.787 | 0.216 | | 1 | |
| | Sig.(2-tailed) | 0.000 | 0.004 | 0.023 | | |
| | N | 70 | 70 | 70 | | |
| M & E Training | Pearson Correlation | 0.841 | 0.123 | 0.134 | 0.223 | 1 |
| | Sig.(2-tailed) | 0.000 | 0.004 | 0.006 | 0.008 | |
| | N | 70 | 70 | 70 | 70 | |

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

The study findings are in line with findings by Alfred (2015) observed that stakeholder participation is key for effective implementation of M & E system. The study states that project, in all likelihood, involves a variety of players. For example the stakeholders in the M & E in a project includes project managers, resource managers, staff members, volunteers, participants, and community members all have a stake in the overall success of the project. Each plays a different role and sees the project through a different lens. These perspectives should be tapped when planning an evaluation. To ensure that ideas and Perspectives are represented; members of stakeholder groups should be invited to participate in an evaluation planning team. The team, depending on the particulars of the evaluation, may play a purely advisory role or may take a more hands-on role in the actual data collection for effective M & E system.

In addition as illustrated in Table 1, a Pearson Correlation was performed and the result of the Pearson correlation test show a correlation ($r(70) = 0.801$; $p < 0.05$) between the stakeholder M & E reports and implementation of M & E systems. This implies that the M & E reports were positively correlated to the implementation of M & E systems. This implies that the correlation between these two variables was significant, that is $p < 0.05$ thus a linear relationship between the M & E reports and implementation of M & E systems. This shows that M & E reports had a significant effect on implementation of M & E systems in the county governments of Kenya.

Further, as shown in Table 1, a Pearson Correlation was performed and the result of the Pearson correlation test show a correlation ($r(70) = 0.787$; $p < 0.05$) between the budgetary allocation and implementation of M & E systems. This implies that the budgetary allocation was positively correlated to the implementation of M & E systems. This implies that the correlation between these two variables was significant, that is $p < 0.05$ thus a linear relationship between the budgetary allocation and implementation of M & E systems. This implies that budgetary allocation had a significant effect on implementation of M & E systems in the county governments of Kenya.

The study findings are in agreement with the findings by Chebet (2017), that there is a positive and significant relationship between budgetary allocation and implementation of M & E systems. Inadequate resources lead to poor quality monitoring and evaluation. To ensure effective and quality monitoring and evaluation, it is critical to set aside adequate financial and human resources at the planning stage. The required financial and human resources for monitoring and evaluation should be considered within the overall costs of delivering the agreed results and not as additional costs (Wotela, 2017).

Further, as shown in Table 1, a Pearson Correlation was performed and the result of the Pearson correlation test show a correlation ($r(70) = 0.787$; $p < 0.05$) between the budgetary allocation and implementation of M & E systems. This implies that the budgetary allocation was positively correlated to the implementation of M & E systems. This implies that the correlation between these two variables was significant, that is $p < 0.05$ thus a linear relationship between the budgetary allocation and implementation of M & E systems. This implies that budgetary allocation had a significant effect on implementation of M & E systems in the county governments of Kenya.

Further, as shown in Table 1, a Pearson Correlation was performed and the result of the Pearson correlation test show a correlation ($r(70) = 0.821$; $p < 0.05$) between the M & E training and implementation of M & E systems. This implies that the M & E training was positively correlated to the implementation of M & E systems. This implies that the correlation between these two variables was significant, that is $p < 0.05$ thus a linear relationship between the M & E training and implementation of M & E systems. This implies that M & E training had a significant effect on implementation of M & E systems in the county governments of Kenya.

The study results are in agreement with the findings by Wanjiru (2013) which established a significant positive association between M & E training and M& E systems implementation. Njama and Kyalo (2015) indicated that training in skills and knowledge of basic M & E should be emphasized in order to steer M & E systems effectively. Kioko (2017) asserts that M&E carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant. These impacts on the success of the M & E systems. Lopez-Acevedo and Krause (2012) further adds that capacity building in the workforce is needed in order to develop, support and sustain a result based monitoring and evaluation system. The staffs implementing the M&E plan need to be trained on modern data collection and analysis methods to ensure success of the process.

According to the model summary Table 2, R is the regression coefficient which shows the relationship between the independent variables (stakeholder involvement, M & E reports, budgetary allocation and M & E trainings) and dependent variable (implementation of M &E systems). It is notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.924). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 85.40% of the implementation of M &E systems as represented by the R^2 . This therefore means that other factors not studied in this research contribute 14.60% to the implementation of M &E systems. This implies that these determinants are very significant therefore need to be considered in any effort to enhance implementation of M &E systems in the county governments of Kenya.

Further, the study revealed that the p-value of $0.000 < 0.05$ thus the model is statistically significance in predicting how stakeholder involvement, M & E reports, budgetary allocation and M & E trainings affect implementation of M &E systems in the county governments of Kenya. The F critical at 5% level of significance was 0.000; this shows that the overall model was significant.

The data findings analysed also shows that taking all other independent variables at zero, a unit change in stakeholder involvement will lead to a 0.870 change in implementation of M &E systems in the county governments of Kenya, at 5% level of significance; stakeholder involvement had a 0.000 level of significance. The first objective of the study sought to find out whether stakeholder involvement in M & E affected implementation of M &E systems in the county governments of Kenya Findings in Table 4.8 showed that stakeholder participation had coefficients of estimate which was significant basing on $\beta_1 = 0.870$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of stakeholder involvement is more than the effect attributed to the error, this is indicated by the t-test value = 6.127, thus we conclude that there is a significant relationship between stakeholder involvement in M &E and implementation of M &E systems in the county governments of Kenya.

The study findings corroborates with findings by Waithera and Wanyoike (2015) which sought to determine factors that influence the project monitoring and evaluation performance of youth funded agribusiness projects in Bahati Sub-County, Kenya. The specific objective was to assess the influence of stakeholder participation on monitoring and evaluation performance of youth funded agribusiness projects. Findings showed that stakeholder participation had a statistically significant influence on project monitoring and evaluation performance of projects (p value of $0.01 < 0.05$). The study concluded that managers should consider stakeholder participation in monitoring and evaluation to enhance performance of the projects.

Similarly, Boon, Bawole and Ahenkan (2013) on a study on stakeholder participation in community development projects: an analysis of the quadripartite model of the International Centre for Enterprise and Sustainable Development (ICED) in Ghana found out that the level of stakeholder participation in utilization of Monitoring and Evaluation results was positive ($M=3.43$). The study established a significant influence of stakeholder participation in utilization of M&E results ($t=14.20$, $p < 0.05$) on performance of fish farming projects. Relatedly, Kioko (2017) study sought to carry out a research on the effectiveness of monitoring and evaluation of projects funded by Machakos County government with reference to projects in Machakos, Athi River and Mwala Sub-Counties. The study was guided by the role of stakeholder participation influence on the effectiveness of M&E of projects funded by Machakos County government. From the inferential analysis carried out, it established a significant and positive relationship between stakeholder participation and effectiveness of monitoring and evaluation of projects funded by Machakos County government with reference to projects.

In addition, the current study found out that a unit change in M & E reports will lead to a 0.862 change in implementation of M & E systems in the county governments of Kenya, at 5% level of significance; M & E reports had a 0.000 level of significance. The second objective of the study examined whether there was a relationship between M & E reports and implementation of M & E systems in the county governments of Kenya Findings in Table 4.8 showed that M & E reports had coefficients of estimate which was significant basing on $\beta_2 = 0.862$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of M & E reports is more than the effect attributed to the error, this is indicated by the t-test value = 4.353, thus we conclude that there is a significant relationship between M & E reports and implementation of M & E systems in the county governments of Kenya.

The study findings are consistent with the findings by Njama and Kyalo (2015) analysed the determinants influencing effectiveness of a monitoring and evaluation system for AMREF Kenya WASH programme. The study focused on the association between M & E reports and effectiveness of a monitoring and evaluation system. The study indicated there existed a positive association between M & E reports and effectiveness of a monitoring and evaluation system. Similarly, Wanjiru (2013) study which looked at the determinants influencing the effectiveness of M&E systems in NGO's within Nairobi County, one of the main objectives was to establish the influence of M & E reports on the performance of Monitoring and Evaluation systems. The

study established that there was a strong positive relationship between frequency of M & E reports and being acted upon ($r=0.617$) with the implementation of M& E systems. The study recommended the need for more of M& E reports, data collection and reports presentation to enhance effective M & E systems in the organization.

Further, a unit change in budgetary allocation will lead to a 0.732 change in implementation of M & E systems in the county governments of Kenya, at 5% level of significance; budgetary allocation had a 0.000 level of significance. The third objective of the study examined whether there was a relationship between budgetary allocation M & E and implementation of M &E systems in the county governments of Kenya Findings in Table 4.8 showed that budgetary allocation had coefficients of estimate which was significant basing on $\beta_3 = 0.732$ ($p\text{-value} = 0.000$ which is less than $\alpha = 0.05$). Also, the effect of budgetary allocation is more than the effect attributed to the error, this is indicated by the $t\text{-test value} = 3.155$, thus we conclude that there is a significant relationship between budgetary allocation for monitoring and evaluation and implementation of M &E systems in the county governments of Kenya.

The study findings corroborate with the findings by Muiga (2015) investigated the factors that influence the use of monitoring and evaluation systems of public projects in Nakuru County. The study concentrated on budgetary allocation as one of the factors which influenced effective monitoring and evaluation of public projects in Nakuru County, Kenya. The study established that a positive correlation between budgetary allocation and effective monitoring and evaluation $r = 0.523$, $p = 0.00 < \alpha (0.05)$.

Similarly, the study findings are in line with the findings by Chebet (2017) which examined the monitoring and evaluation drivers, type of project leadership and performance of horticulture projects supported by Kenya National Farmers Federation, Nakuru County in Kenya. Findings showed that monitoring and evaluation budget was a major contribution to high performance of horticulture as shown by a correlation coefficient which was statistically significant. The study recommended that Monitoring and evaluation budget should be clearly delineated within the overall project budget to give the monitoring and evaluation function the due recognition it plays in contributing to high project performance.

Relatedly, the study findings are consistent with the findings by Kebede (2018) study which looked at the determinants influencing the effectiveness of M&E systems in LNGO's within Kolfie Keranio and Nefas Silk Lafto sub cities of Addis Ababa city Administration. Its main objectives was: factors affecting the effectiveness of M&E system of LNGO and expected to help LNGOs, donor agencies and the project management in better understanding of the M&E systems and how to improve them. The findings indicated that the budgetary allocation enhanced selection of tools and techniques, training, technical assistance and technical skill/competency to be used in an M&E system determines its success or failure and were also relevant for an effective M&E system. The study concluded and recommended that the LNGOs should be flexible to allow the modification of their M&E systems based on the budgetary allocations.

Finally, a unit change in M & E training will lead to a 0.864 change in implementation of M & E systems in the county governments of Kenya, at 5% level of significance; M & E training had a 0.000 level of significance. The fourth objective of the study examined whether there was a relationship between M & E training and implementation of M & E systems in the county governments of Kenya Findings in Table 2 showed that M & E training had coefficients of estimate which was significant basing on $\beta_4 = 0.864$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of M & E training is more than the effect attributed to the error, this is indicated by the t-test value = 3.155, thus we conclude that there is a significant relationship between M & E training and implementation of M &E systems in the county governments of Kenya. The study results are in agreement with literature review by Micah and Luketero (2017) which examined monitoring and evaluation systems and performance of Non-Governmental based maternal health projects in Bungoma South Sub-County, Kenya. One of the objectives of the study were to find out the extent to which the number of trained staff, affected the M and E activities availability of indicators among others affect the performance of projects, programs and policies. The study established that number of M&E trained staff affected the performance of M and E, whereby, the more the number of staff the better the performance.

Table 2: Model Summary (Overall)

| Model | R | R ² | Adjusted R ² | Std. Error of the Estimate |
|-------|------|----------------|-------------------------|----------------------------|
| 1 | .924 | .854 | .829 | .009 |

Table 3: ANOVA

| Model | | Sum of Squares | d.f | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1 | Regression | 100.494 | 4 | 25.123 | 95.055 | 0.000 |
| | Residual | 17.180 | 65 | 0.2643 | | |
| | Total | 117.674 | 69 | | | |

Table 4: Regression Coefficient Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | P-value. |
|-------|-------------------------|-----------------------------|------------|---------------------------|-------|----------|
| | | B | Std. Error | B | | |
| 1 | (Constant) | 8.908 | 0.988 | | 9.016 | 0.000 |
| | Stakeholder Involvement | 0.870 | 0.142 | 0.644 | 6.127 | 0.000 |
| | M&E Reports | 0.862 | 0.198 | 0.532 | 4.353 | 0.000 |
| | Budgetary Allocation | 0.732 | 0.232 | 0.459 | 3.155 | 0.000 |
| | M & E Training | 0.864 | 0.168 | 0.621 | 5.143 | 0.000 |

Further, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.8. From the ANOVA results, the F calculated (95.055) was greater than the F statistic (43.075) which shows there is a significant and positive relationship between the variables. Multiple regression analysis was conducted to determine the relationship between dependent variable and the independent four variables. As per the SPSS generated table above, the model equation would be ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 8.908 + 0.870X_1 + 0.862X_2 + 0.732X_3 + 0.864X_4$.

This indicates that implementation of M & E systems in the county governments of Kenya = $8.908 + 0.870$ (Stakeholder Involvement) + 0.862 (M & E Reports) + 0.732 (Budgetary Allocation) + 0.864 (M & Training). According to the regression equation established, taking all factors into account (Stakeholder Involvement, M & E Reports, Budgetary Allocation and M& E Training) constant at zero, Implementation of M & E systems in the county governments of Kenya was 8.908.

CONCLUSION

From the study findings, the study concluded that there was a role played by stakeholder participation on the implementation of M & E systems in the county governments of Kenya as stakeholder participation contributed significantly to the variability of implementation of M & E systems. The findings confirmed that stakeholder participation in M & E activities is vital for improved implementation of M & E systems in the county governments of Kenya. The involvement of stakeholders during the designing, implementation and evaluation is key in order to have relevant and useful results, economical use of resources and achievement of objectives affecting service delivery in the county governments of Kenya.

In addition, the study established that M & E reports play a statistically significant role on the effective implementation of M & E systems in the county governments of Kenya. From the study findings there were challenges affecting timeliness, accessibility and quality of information for the M & E reports. This affected the relevant and useful results, economical use of resources and achievement of objectives of M & E systems in the county governments of Kenya. The dissemination of M & E reports was not properly carried out, thus limiting effective implementation of M&E systems in the county governments.

Further, from the study results it was found out that budgetary allocation play a statistically significant role on the effective implementation of M & E systems in the county governments of Kenya. The study results showed that there was inadequate amount allocated for M & E activities in the county governments of Kenya. It was also established that there was no timely disbursement of funds allocated for the M & E activities, thus delaying M&E activities implementation. This affected directly and indirectly the relevant and useful results, economical use of resources and achievement of objectives of M & E systems affecting service delivery in the county governments of Kenya.

Finally, the study established that M & E trainings play a statistically significant role on the effective implementation of M & E systems in the county governments of Kenya. From the study results it was found out that there were inadequate M & E trained personnel to enhance M & E systems in the county governments of Kenya. There was also inadequate capacity building trainings/forums being carried out in the county governments specifically for the improvement of the M & E systems. The level of training specifically on M & E among the respondents was inadequate probably based on the fact that M&E is relatively a new emerging field and most counties are yet to employ M&E specialists. This has negatively affected relevant and useful results, economical use of resources and achievement of objectives of M & E systems.

RECOMMENDATIONS

The study established that stakeholder participation enhanced implementation of M & E systems in the county governments of Kenya. Meanwhile effective participation of stakeholders in M&E can improve transparency, accountability, project and programme sustainability and ensure positive community level stakeholder attitude to the county government. This can be achieved by increasing the level of participation of key stakeholders beyond information giving and consultation. There is the need to strengthen the governance structures, form community level project monitoring and evaluation management committees and the sensitization of beneficiary communities of projects and programmes on the need to participate in the monitoring and evaluation of projects and programmes carried out by the county governments of Kenya. Governments of Kenya need to re-think stakeholder participation in the development process in general and in the process of monitoring and evaluation in order to ensure effectiveness and efficiency in projects' and programmes' and service delivery. Stakeholder participation from the planning, implementation and evaluation of the project is very key in enhancing social accountability thus improved public service delivery.

The study established that M&E reports affected implementation of M & E systems in the county governments of Kenya. The study recommends that M&E reports should be prepared and disseminated in a timely manner in order to facilitate evidence based planning and decision making in improving service delivery. Also M&E reports findings and recommendations should be acted upon by the relevant decision makers at the county level. In addition, the report contents should respond to all the indicators and specific objectives stipulated for relevance and measuring progress of the projects towards achievement of set goals and therefore it becomes easier to formulate corrective actions on deviations.

The study established that budgetary allocation affected implementation of M & E systems in the county governments of Kenya. The study recommends that there is need to be carrying budget estimations and allocations for the implementation of M & E systems. This will imply the allocations will be as close to the real budget to avoid cost overruns which impact on the M&E process. There is need to provide adequate funds for the M & E activities and timely disbursement of the M & E funds. Further the allocated funds should be channelled to the right

use. This will enhance relevant and useful results, economical use of resources and achievement of objectives to enhance service delivery in the county governments of Kenya.

The study findings showed that M & E training affected effective implementation of M& E systems in the county governments of Kenya. The study established that a majority of the personnel who had knowledge in M & E, most of these personnel had no formal training in monitoring and evaluation. The study recommends that the effectiveness of M & E systems in the county governments can be enhanced when trained human personnel learn how to apply technical and systematic methodologies in executing these activities. Formal training programs can equip personnel with the knowledge of these methodologies and the skills required to apply these methods effectively. Therefore, the county governments should consider offering or sponsoring their M&E staff to formal professional monitoring and evaluation training courses in order to enhance their expertise especially on the emerging trends in the dynamic M & E field.

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