

**MONITORING AND EVALUATION SYSTEMS AND PERFORMANCE
OF NON-GOVERNMENTAL ORGANIZATION PROJECTS. (A CASE OF
AMREF HEALTH AFRICA, NAIROBI-KENYA).**

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DECLARATION

This research study has not been on the submission at any institution of higher learning or university. It is therefore it's my original work.

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DEDICATION

The research project is dedicated to Mr. Barrack Ohulo who has been offering financial support throughout my education and to see me go through this project successfully. God Bless

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OPERATIONAL DEFINITION OF TERMS

Budgetary Allocation: Rerefers to the total number of resources that set aside for monitoring and evaluation.

Level of Training: Extent of engagement between management and the employees in terms of creation of awareness on the right procedures to be done concerning systems for Monitoring and Evaluation

Monitoring & Evaluation. -This is a procedure applied by project managers to help in improvements in performances of projects.

Monitoring and Evaluation Systems- These are set of tools as well as strategies that are set to serve common purposes of following up the implementation of projects

Monitoring & Evaluation Team- This is a team set aside to assess the project performances and improvements.

Non-governmental organizations- These are international independent and non-profit organizations with the aim of effecting changes in different sectors of the society.

Performance: Measure of extent to which monitoring and evaluation systems are in accordance to a certain criterion to obtain results in line with the specific plans.

Project performance- Measure of achievement of project goals and objectives

Stakeholders-Are groups of individuals who have interest in an organization hence can either affect or be affected by the organizational performance

Stakeholder Participation: An act of getting involved of various groups /party to the project in M&E activities.

ABBREVIATIONS

AHA	-AMREF Health Africa
GOK	-Government of Kenya
M&E	- Monitoring and Evaluation
NGOs	-Non-governmental organizations
PMEC	- Project Monitoring and Evaluation Commission
SPSS	-Statistical Package tool for Social Sciences
UN	- United Nations

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ABSTRACT

Different non-governmental organizations are faced with poor project performance due to lack of proper project management facilities. In essence, AMREF Health Africa having extremely high number of projects are facing challenges in relation to determining the levels of participation of stakeholders as well as poor control of project implementation costs. Therefore, Monitoring and Evaluation systems in projects are warranted, and also necessary for organizations. This study sought to assess systems for monitoring and evaluation and the performance of projects for AMREF Health Africa. The objectives included determining the level of participation of stakeholders in monitoring also evaluation, the availability of resources needed to achieving Monitoring and evaluation, and how the cost of implementing them affected the performance of projects implemented by AMREF Health Africa. The variables for the were founded on theory of Change, Results theory, as well as Resource-Based theory. The investigation made use of descriptive research as the study design. The study targeted six project activities and programs currently being undertaken by AMREF Health Africa project implementation personnel using census sampling design. Open ended questionnaires were adopted to achieve collection of primary data. And during the process a pilot study was used. Questionnaire's validity test was achieved by considering the content of the research instruments developed by the supervisor. The data gathered was analyzed with the use of computer based statistical packages for sciences (SPSS) in conjunction with the descriptive analysis. A summary of the findings was made in form of tables for easy interpretation and inference. The researcher found out from the study that the research variables; competency levels and participation of stakeholders had positive correlation with the performance. Cost of M & E system on performance as well portrayed a positive correlation. The current study made recommendations that similar projects involving the determination of systems for M&E and the performance of projects should be conducted in other non-governmental organizations. The survey can be based in various institutions i.e., the United States Agency for International Development (SAID) World Vision, Care International, Amnesty Care International, International Rescue Committee (IRC), Save the Children, and many others.

CHAPTER ONE

INTRODUCTION

1.1. Background of the problem

Systems for Monitoring and evaluation (M&E) serve an important part in the establishment of private and non-Governmental organizations across the globe. Monitoring entails having a track of activities that are project related, as stated by (World Bank, 2018). It states that project team performance, project task duration, identification of potential risks, necessary actions to be taken to ensure that projects become successful, and is completed within its scope (budget and specific deadlines). John and Khilesh (2017), highlighted that project monitoring involves ensuring accountability of resources both internally and externally to ensure completion of the executed project activities. Evaluation involves assessing or rating of the end point of executed projects with the reason of determination of the relevance of achievements of efficiency, objectives, and sustainability (Rio, 2019). This is a justification that evaluation process is important in establishing efficiency and performance levels of the projects under execution.

In Canada, it was determined by Rio et al., (2018) that organizations should develop comprehensive strategic plans that should ensure great progress is made when it comes to monitoring and execution of the organizational projects. The study determined that it is much easier for an organization to have a track of all the ongoing activities through adoption of monitoring and evaluation systems. Besides, it was determined in Austria that monitoring and evaluation system is a strategic organizational tool that is useful in assessing if there is a difference made in project execution at different levels. Jurgen (2017), carried out a study to determine impacts brought about by the adoption of evaluation and monitoring systems in selected

organizations in Austria. It was further determined that monitoring and evaluation systems allow project managers to be in a position of calculating and determining the best way of allocating resources to achieve the best results for an organization. Therefore, the project managers get to be acknowledged as the most successful strategy for managing the changes resulting from project execution, following adoption of the monitoring and evaluation systems.

According to Mulemangabo (2018), Africa has not lagged behind as much as implementation of monitoring and evaluation systems is concerned. In Nigeria, Abba (2017), determined that competence is highly looked at in relation to monitoring and evaluation and performance of different companies and organizations. He further determined that the competency and expertise levels determine the levels of performance of projects being executive following implementation of monitoring and evaluation systems. Besides, In Ghana, I was found out by Sadio (2016), that when an organization implements the use of monitoring and evaluation systems effectively, it becomes an instrumental tool for effective management of projects, thereby offering a good base for evaluation of performances. In Uganda, Eben (2018), indicated that a change on performance is visible upon the adoption of the monitoring and evaluation systems in an organization. She further determined that monitoring and evaluation systems in an organization is often a gradual observation of the fluctuation of outcomes in relation to the project under execution. This is therefore of significance since it helps the project managers make decisions on the destiny of the projects as well as assessing of all the projects have attained their goals and objectives.

NGOs are known for being active towards achieving development of major sectors, more so in Kenya. Over the past two decades, a lot of developments based on the projects under execution have been observed in Kenya and other developing countries. A major reason for these

developments is as a result of the increased growth in the number of non-governmental organizations in Kenya and other developing countries. These organizations have been actively involved in execution of projects as compared to the native national governments (Leyton, 2017). Because of this, many people in developing nations prefer to work in NGOs to government organizations and institutions. NGOs have gone ahead to provide friendly working conditions providing better value for money in reaching marginalized people in developing countries (Meyer, 2018).

Monitoring and Evaluation system is essential in coming up with informed choices regarding the modes of management of operations in enabling effective service delivery (Potolias, 2016). Monitoring also evaluation is essential in realizing development and execution of projects in Kenya more so based on the internal agreements with the existing non-Governmental organizations. The government has highly appreciated monitoring roles and evaluation in developing non-governmental organizations projects since it is significant for development of the nations.

Monitoring and Evaluation processes involve series of complex activities which can be achieved through possession of knowledge, skills and discipline. Therefore, different non-governmental organization should have the need to adopt an informative monitoring and evaluation systems that highlights the steps that needs to be undertaken in carting out implementation of project activities. Systems for M&E among the non-governmental organization within the African Continent should be made up of relevant standards, effective strategies for planning through which accountability can be achieved. Besides, the standards should make the project execution process to be simple enough for the process of monitoring and evaluation (Nuguti, 2017). Having

achieved effective system for project evaluation and monitoring have a great contribution on the next managerial steps of the non-governmental organizations.

Several donors fund several non-governmental organizations in Kenya. In some cases, donors maybe having high demands based evaluating the quality of projects performed by these non-governmental. In ideal case, there exists no set regulations governing performance of operations carried out by non-governmental organizations in Kenya. Because of this, the NGOs have come up with several strategies and mechanisms needed to make monitoring and evaluations highly sustainable in project execution (Prakash, 2017).

However much there is a rise in number of non-Governmental organizations in country Kenya, common challenges are being experienced, limiting proper execution of the projects. One of the significant challenges experienced by the non-governmental organizations, is based on the finances. Financial difficulties have slowed the speed of surveillance and evaluations of project activities under implementation. To ensure that monitoring and evaluation systems are up to the required standards, NGOs should come up with informative structured and detailed report on monitoring and evaluation that can be significant towards changing their practices. This becomes a challenge whenever an NGO lacks enough monetary funds. Evaluation process gives a presentation of several organizations experiencing challenges; rectifying such challenges may need the non-governmental organizations to experience the painful process of change which may entail methodological and theoretical difficulties (Askari, 2017).

The extent of adoption of technology serves as an important aspect in monitoring and evaluating when it comes to execution of projects for non-governmental organizations in Kenya. The Non-Governmental organization established website based and mobile techniques for monitoring and

evaluation. According to Johna (2017), technology quickens processes for monitoring and evaluation, making project implementation activities more efficient. The Academy developed technology-based M&E systems have often made the process of evaluation and keeping track of all the project activities much easy. Execution of manual monitoring and evaluation system takes a much longer time and costs. Whenever the non-governmental organizations adopt the use of mobile and web-based M& E systems in the implemented projects, high level of efficiency is experienced and achieved.

1.1.1. The Monitoring and Evaluation System (M & E)

Adoption of Monitoring and Evaluation has increasingly become a significant program and a tool for management. Peterson (2018), highlights that Monitoring involves collection and analysis of all the ideas based on a certain intervention or program. Evaluation on the other hand has been described to be an assessment focusing on providing answer to a question which relates to an intervention or a program. Based on the two descriptions, it is clear that M & E systems are ongoing processes that any organization may need to be involved in. Monitoring and evaluation processes are planned activities which are part of the planning stage of any project that needs execution (Joram, 2019). Monitoring and Evaluation processes in an organization are often adopted and implemented to keep the work in line and have the management aware of state of activities needed to successfully undertake the organizational projects (Argwins, 2017). If implemented effectively, monitoring and evaluation becomes a tool in the institution for achieving successful and effective management of projects through which a stable base for evaluation can be achieved.

Monitoring and evaluation can ascertain the management of the resources needed to implement the projects are adequate, appropriate for utilization or whether they are not suitable for achieving project objectives. Evaluation focuses more on the outcomes and the final results that can be realized in the end of implementation of the project. Evaluation process is often involving a periodic assessment of the possible changes needed to have a predetermination of the results relating to the project implementation interventions (Aradi, 2017). Evaluation is an important stage to the managers since it helps them arrive at a decision on the destiny of the project as well as assessing of the project has attained its objectives initially set. Monitoring and Evaluation practices can guarantee the management of the organizations positive results that may further lead to an increase in the organizational performance.

According to Bruno & Kennedy (2018), monitoring and evaluation systems play a significant role when it comes to achieving accountability when it comes to making informed decisions at policy levels. The practices related to monitoring and evaluation are considered to be part of the design programs which guaranteed logical reporting which links the expected results and accountability. Besides, monitoring and evaluation systems ensures that efficiency and effectiveness are guaranteed in the process of project implementation. This guarantees distribution of resources effectively, from which a better decision-making can be achieved. Evaluation and Monitoring of projects should be in a position to give out achievement of all the goals of any project under execution. The monitoring and evaluation can also be useful when it comes to meeting the priority needs of an organization. Juan (2019) pointed out that noted monitoring and evaluation systems should as well ensure community engagement as well as having a strengthened local capacity can be made into application throughout the programme cycle. That meant the organizations adopting the monitoring and evaluation systems should

consider involving community in the identification of the needs of community who are to benefit from the project.

1.1.1. Performance of the Project

M&E systems have become a significant body of the project management life cycle (Bhatt, 2017). According to Dayson (2017), control entails collecting and analyzing information relevant to the task that is to be implemented. Evaluation, on the other hand, relates to assessing who is responsible for performing what function. The two definitions provide an outlook of what monitoring and Evaluation entail. Monitoring is an ongoing process that is only based on the project's planned activities to be implemented. Monitoring is as important as a tool that keeps project managers on track to know whether project activities are in line or not during project implementation. Monitoring is termed to be of importance if done properly since it offers an appropriate evaluation of the project base (Martha, 2016). Project monitoring can help to ascertain whether project resources are appropriately utilized during project execution. According to James (2018), monitoring is keen to ensure that project managers are doing the right thing in all the cycles of project management while Evaluation is focused more on the results of the outcome of the implemented project.

Monitoring and evaluation systems play significant role during project implementation and even after project completion (Ronnie, 2017). For a successful performance of projects, project managers must consider all that it takes to implement monitoring and evaluation systems such as cost, timeline, levels of competence, and implications on human resources. It is, therefore, of importance for the management of organizations and project donors to consider these elements to show levels of commitment in implementing M&E in improving the recital of projects.

According to Ober (2018), their implementers of the projects need to accept the responsibility of implementing monitoring and evaluation in their project execution activities.

M&E is an essential process at any step of the project development life cycle because it makes it possible to continuously review the ongoing project effectiveness (Jose, 2017). Many different variables influence the performance of projects in organizations. These factors may include and not limited to levels of involvement of stakeholders, the total cost for M&E implementation, expertise and levels of competence, and duration for the planning process. The emphasis on M&E of the relevance and performance is connected to the operation of safeguarding project programs supported and carried out by AMREF Health Africa to ensure that these factors don't negatively influence their projects and the entire society.

1.1.2. AMREF Health Africa.

AMREF Health Africa is an organization that is health based, having its headquarters in Nairobi City, Kenya. The organization is formerly known as the Flying Doctors of East Africa. The organization has been into operation for the past six decades, offering medical services in Kenya and other different countries across the continent. AMREF Health Africa has had experience of more than 30 years through which individuals from poor background, women and other venerable community members have benefited from healthcare services offered by AMREF. The major objective of AMREF Health Africa is ensuring an improved provision of healthcare to different communities in East, Central and West Africa.

M&E has turned out to be an important obligation for different project activities. According to the experts for M & E, different procedures need to be put under implementation for achievement of successful project execution in non-governmental organizations including

AMREF Health Africa. In AMREF Health Africa, several challenges have been experienced in offering healthcare services in different parts of Kenya. The challenges have resulted into ineffective response to the healthcare needs. To provide a solution to such challenges, adoption of appropriate monitoring and evaluation systems may be effective in ensuring healthcare project activities are carried out in accordance to the expected standards.

1.2. Statement of the problem.

Project evaluation and monitoring brings improved performance towards the practical implementation of organizational projects (Johnson, 2019). Failure to implement evaluation and monitoring systems may lead to improper realization of activities on project management life cycle. The level of influence of M & E on the success of a given work is dependent upon the cost of implementation, timeline, and levels of competence of project managers (Dawson, 2018). It is, therefore, essential to assess how M&E systems influence the performance of projects carried out in organizations.

The challenges faced by organizations during project implementation are highly attributed by failure to implement monitoring and evaluation systems. Recognition of the fact that evaluation and monitoring has a lot of effects towards successful achievements of a given work is dependent upon the cost of implementation, timeline, and levels of competence of project managers has not been determined by most of the project managers. In essence, AMREF Health Africa having extremely high number of projects are facing challenges in relation to determining the levels of participation of stakeholders as well as poor control of project implementation costs having failed to implement monitoring and evaluation systems at the start of their project activities (AMREF, annual report, 2017).

There are several studies that have been carried out to assess the possible resultant effects of M & E-Systems on the performance of organizational projects in Kenya. Joseph (2018) carried out a study to determine the influence of monitoring and evaluation on performance of county funded social developments in Makueni. The variables discussed by his study were; availability of resources for monitoring and evaluation, attitude of stakeholders' on M & E as well as the efficiency of monitoring and evaluation systems on project performance. Another study was done by Nigawaba (2018) to determine the influence of monitoring and evaluation planning on project performance in Trans Nzoia County. The study assessed on the value of monitoring and evaluation as well as the relationship between plan for evaluation and monitoring and project performance. On the other hand, Jude (2017) did a survey on the determination of the effects of systems for evaluation and monitoring on successful achievement of projects in Government institutions in Kenya. The survey carried out focused on the efficiency of M & E systems on the success of organizations.

From the previous studies conducted on monitoring and evaluation systems on performance of projects, no study has been carried out to assess the existing relationship between monitoring and evaluation systems by considering competency levels in M & E systems, stakeholder's participation in monitoring and evaluation and cost of monitoring and evaluation as study variables. This study was therefore carried out to fill the existing research gap by filling the existing gaps through determination of monitoring and evaluation systems and performance of AMREF Health Africa, Nairobi-Kenya.

1.3. Objectives of the study.

1.3.1. General Objectives

Determination of monitoring and evaluation systems and performance of NGO projects, a case of AMREF Health Africa, Nairobi-Kenya.

1.3.2. Specific Objectives.

- i. Monitoring the levels to which levels of competency in M & E systems influence the project performance at AMREF Health Africa
- ii. Determining how participation of stakeholders in M & E process influence performance at AMREF Health Africa
- iii. Establishing how cost of M& E systems influence the performance at AMREF Health Africa projects

1.4. Research Questions

- i. How do competency levels in M&E systems influence the project performance at AMREF Health Africa?
- ii. To what degree does participation of stakeholders in the process of M&E influence the performance of projects at AMREF Health Africa projects?
- iii. How does cost of M&E systems influence the performance of AMREF Health Africa projects?

1.5. Significance of the Study

This research project would be of elevated significance to non-Governmental organizations based in Kenya and outside Kenya to execute different projects based on; health women

empowerment business organizations, community-based participation and agricultural practices. The NGOs can use the information from this study in Kenya to eradicate factors that may affect monitoring and evaluation frameworks in improving project success. The information from this study would also be useful towards determining the level of influence brought about by monitoring and evaluation systems towards performance in all dimensions.

To AMREF Health Africa, Nairobi, Kenya. The findings would be valuable in providing for insight on the factors affecting the implementation of effective performance of M&E systems. This study may have the information required by AMREF in mobilizing their need to actively participate in coming up with effective and appropriate monitoring and evaluation systems to enhance long-term efficiency and sustainability. The study would also be of significance to the private sectors and NGO donors in that it would provide relevant information on how expenditures are conducted in the implementation of its effectiveness in the system.

1.6. Scope of the study.

Scope in a research study elaborates on the geographical location and time period for the research study focus (Mugenda, 2013). This research study was confined to AMREF Health Africa in Nairobi County. The study highlighted about competency levels, stakeholder's participation, cost of evaluation and monitoring system. The theories which the study adopted to inform the variables are the theory of change, Results theory, and resource-based theory. The research made implemented descriptive study design. Collection of data for the study was from the management and personnel responsible for execution and implementation of project activities at AMREF Health Africa.

1.7. Limitations of the Study.

This study was done with the mind of overcoming all the kinds of constraints that may be present. The researcher faced prejudiced and inaccurate information from participants either because to misunderstanding of questions, fear and lack of clear comprehension of the research field that is not extensively covered in Kenya. Principally, the researcher overcame this by self-providing the interviews and pilot understanding the research instrument to check any fallacy and to make right any irregularities subsequent to disseminating the final instrument to the respondents of the study. The other limitation was the fact that other AMREF health African employees were not willing to give out relevant information about the variables being investigated by the study. This was observed since there was a fear of being victimized for providing ill comments concerning the performance of the organization. Limitation of finances was done away with by minimizing the operation costs and all the expenditures by designing simple questionnaires which are open-ended direct to the points and are printed on both sides.

1.8. Organization of the study.

The study was written and organized into five chapters. The first chapter, is the introduction that comprise of the study background. It elaborates on problem statement, objectives of the research study, research questions, significance and study limitations, delimitations of the study, and underlying assumptions of the study and definition of important terms used in this research proposal. After chapter one, there has been discussed in section two of the study, which gave a presentation of the theoretical reviews, empirical literature review, and diagram representing a framework for the study as well as a summary of reviewed articles. The third chapter presents the research study methods. In this chapter, research design, sample frame ad sample procedure,

research instrumentation. The fourth chapter highlighted discussions of the study findings. This section of the research provides information of analyzed data, presentation of data, interpretation followed by discussion of data achieved by the researcher. The fifth section of the research had a presentation of the summary, conclusion and possible cause of actions for the future studies that would be carried out in line of the research study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This study was keen on making an assessment of the effects of M&E systems towards the project performance of NGOs. Chapter two provides highlight of relevant literature towards the importance of systems for evaluation and monitoring on the success of NGO projects. This chapter examines the evaluation and monitoring structure, social capacity skills, data quality, performance and evaluation methods, and literature review summary. The variables covered in this section included, competency in monitoring and evaluation, stakeholders' participation, cost and budget allocation and timelines for monitoring and implementation systems.

2.2. Theoretical Review

2.2.1. Theory of change

This theory was formulated by Stein and Valters in the 1900s. The theory of change is implemented through the execution of complex problems related to the project matter. Theory of change provides a clear outline of ancient as well as changes on the recent times which are required to attain the lengthy term set goals (Georges, 2017). This theory provides description of the changes responsible for planning execution and assessment of project activities. As highlighted by (Weiss 2018), the theory of change comes alongside conditions that project activity is required for it to succeed. These conditions consist of data quality, effective project management leadership, and appropriate project management planning. With these conditions, the theory of change justifies that the project activities will proceed with many problems.

In essence, change in the competency levels for adopting monitoring and evaluation systems can be depicted to be contributing towards improved performance of an organization. In project execution process, the theory of change can be useful in predicting the extent to which monitoring and evaluation provides a solution to complex problems. The theory of change gives out a clear picture of changes that occurs at each level of the project and whatever is wanted to achieve the long term project goals. This theory of change is highly relevant during the project planning and execution process. It, therefore, provides guidelines on how project activities work and measures that need to be taken for all the objectives to be met.

The theory of change is highly relevant towards assessing monitoring and evaluation systems and performance of performances. An organization adopting new change towards execution of projects can lead to positive progress when it comes to project execution. In essence, having a change in terms of improving the competency levels following adaptation of monitoring and evaluation systems. This theory plays an essential role in developing guidelines for comprehensive project activities on monitoring and evaluation as a result of new change incorporated by an organization. This theory has been used by many other different non-governmental organizations to help in providing guidance for project executions. This study will therefore find this study suitable in linking the dependent variable with at least one independent variable of the study.

2.2.2 Resource Based View Theory

Resource-Based Theory is a management theory formulated to highlight on the justification and determination of resources needed by a firm to achieve a greater outcome. The theory has been in use since 1956. Resource based view theory was formulated to portray a framework to help business organizations in assessing organizational potential achievement of long-term success.

According to Ebby (2018), resource-based view theory is a key pillar in developing competitive advantage for organizations more so when they are executing various organizational projects within a specified period of time. Resource based view theory insights that different institutions possess resources which can be used in adjusting to existing competitions which might further lead to achievement of organizational success (Penrose, 2017). Resource based view theory highlights relationships between knowledge owned by the human resources such as project management committee and the type of services provided within the organization which can further determine the level of performance of an organization. According to Agatha (2018), human resources is the fundamental resource towards improvement of organizational performance and must be motivated at all cost. Resource based theory is focused on improving the efficiency of internal resources and capabilities to increase levels profitability and financial performance. In the past years, resource-based view theory was implemented in cases of strategic planning to improve on the performance of systems adopted by organizations to achieve a greater performance (Barmey, 2017).

For this research, resource-based view hypothesis will aid significance to AMREF Health Africa in in determining strategic plans through adoption of systems for evaluation and monitoring to achieve effective performance. Implementation of the monitoring and evaluation systems require the attention of management in order to improve on the performance as described by the resource-based view theory. Use of monitoring and evaluation systems as a project implementation and monitoring strategy by different organizations is an indication resource exploitation to achieve competitive advantage. At a holistic view, the resource-based theory is of significance towards achieving development of tools for monitoring performance of the organizational projects. Besides the existence of tools for monitoring performance, the human

resources in an organization helps in improving the performance of projects based on the lessons learnt from the outcome (findings).

2.2.3. Results theory

It is an approach that was provided by Gibson (2016). Results theory urges the management and project implementers to be result oriented. The theory is based on the determination of final outcome following completion of an ongoing activity. This notion focuses on the essentiality of project leaders within the NGOs to be focused on the measurements of the project results since the end justifies the means. It is believed that this theory forms part of a tool that generates good results at the conclusion of the project operations.

In many organizations, better findings can be achieved whenever operations are done with the mind of achieving better outcome. Many organizations have applied results theory as a tool for guideline and execution of their project activities in order to focus on the results for the betterment of the final output. This theory plays an important role in developing guidelines for comprehensive project activities on monitoring as well as evaluation. This theory has been used by numerous other diverse non-governmental organizations to help in providing guidelines for effective project results. Therefore, the results theory is highly relevant towards providing information needed in formulating plans and ways of executing the Monitoring and Evaluation systems to enhance project performance activities at AMREF Health Africa and production of better results.

2.3. Empirical Literature Review

Various studies have been carried regarding factors contributing towards the performance of projects through adoption of the monitoring and evaluation systems.

2.3.1. Competency Levels on Monitoring and Evaluation Systems

Georges and Kusek (2017) did a study in Norway to make assessment on the effects of Monitoring and Evaluation Systems on the performance of projects government organizations. The study was carried out for a period of three years, between 2017 and 2020. The study used descriptive research design as well as stratified sampling technique in making selection of 50 government organizations. The data gained by the study were analyzed using percentages and frequencies with inferential statistics achieved with the use of regression and correlations. The findings of the study showed that when M & E system is implemented in organizational projects, a boost of performance on the projects is experienced. The study also determined that it is a necessity for various parties to be included in the process of monitoring as well as carrying out evaluation to have the required knowledge and skills necessary in completing the M & E systems. Through this, all the gaps will get to be addressed. Possessing a lot of skills by personnel have a major contribution on the performance of systems for evaluation and monitoring. This study concluded that competency levels in handling evaluation and monitoring systems is a principal determinant of the performance of organizational projects. However, this study failed to monitor the effects of stakeholders' participation as well as cost of acquiring monitoring and evaluation systems and project performance.

Critical review on competency levels on monitoring and evaluation systems was done by (Venessa and Gala, 2016). Their study was set to evaluate on impacts of competency levels on Evaluation and Monitoring systems in project management in Ukraine. The study took place in just one year. The study used descriptive research design as well as stratified sampling technique in selecting 10 project management organizations. Descriptive statistics were analyzed using percentages and frequencies with inferential statistics achieved with the use of regression and correlations. The outcome from the study highlighted that to increase the competency levels of the employees interacting with the systems needed in the process of evaluation and monitoring, there is a need to train all the personnel involved on the accomplishment and adoption of systems for both evaluation and monitoring. The staffs for any organization executing projects should be highly skilled and possessing relevant knowledge needed in the process of evaluation and monitoring. The study concluded that efficiency of the projects executed is dependent upon the levels of training carried out on the employees, which later on determine the competency levels. The study however failed to determine the effects of consistencies in offering training on systems for evaluation and monitoring on the successful performance of projects. This study therefore filled this gap by having a critical evaluation on the extent to which training enhances levels of competency on monitoring and evaluation systems, which further effects project performance.

In Kenya, (Agutu,2014) did a survey to monitor results of competency on systems for evaluation and monitoring and project achievements of non-governmental organizations in Kenya. Her survey incorporated descriptive research design. Sampling based on stratification was adopted to choose 5 non-governmental organization in Kenya. Analysis of descriptive statistics was through percentages and frequencies with inferential statistics achieved with the use of regression model

and analysis of variance. Her study found out that monitoring also evaluation of the skills for personnel is comprised of different kind of events and activities. Such activities entail persistent coaching, organizing trainings that are in-service, internships and mentorships. The organization should therefore be very much specific to the employees they are hiring in the process of project execution as well as handling project evaluation and monitoring systems. The findings from the study determined that there are very few people who are serving in health sectors who can actively take part in the training process on evaluation and monitoring systems. Gio (2012), determined that when there is no adequate training, the personnel involved in carrying out the project activities are limited to developing the organizational organizations to aid greater performance based on execution of project activities. She concluded from the study that it by organizations focusing on increasing the skills for their personnel through trainings, they get to be more productive to aid a better organizational performance. The projects tend to be more successful when the personnel involved in evaluation and monitoring systems possess the relevant skills required to successfully execute projects to completion.

2.3.2. Participation of Stakeholders

Lameck et.al., (2017), initiated a survey to investigate the outcome of participation of **stakeholders** on evaluation and monitoring systems on project performance in research sectors in Bahrain. The tool place for a period of one year. Descriptive survey was considered by the survey and random sampling was used in selecting research-based organizations. Analysis of descriptive statistics was through percentages and frequencies with inferential statistics achieved with the use of regression and correlations. The results from the study showed that participation of stakeholders on evaluation systems as well as monitoring has a linear relationship with the

successful completion of projects within the research organizations. The concept of participation of stakeholders towards project development and implementation has gone through evolution with time. Its existence is evident from the participation of communities and involvement in projects which were mainly influenced and promoted by research organizations. Unsuccessful achievement of organizational goals is contributed as a result or failure of the organization to involve its stakeholders in evaluation and monitoring systems. This study however failed to determine the base level of participation of stakeholder on monitoring and evaluation needed to successfully accomplish the goals and objectives of organizational projects.

Bruno, (2017) made a study to identify a link between efforts made by stakeholders on evaluation and monitoring on successful completion of projects in bilateral aid sectors in South Africa. The study occurred for four years. The study made use of descriptive design and sampling based on stratification to help in selection of bilateral aid agencies in South Africa. Descriptive statistics were analyzed using percentages and frequencies with inferential statistics achieved with the use of regression and correlations. The study found out that several bilateral aid agencies also regularly make use of the monitoring and evaluation systems in measuring the extent of development and transparency levels. By involving the stakeholders such as beneficiaries, donors, community, and all involved in the process of making plans and implementing project activities, all the phases within the desired project duration can be achieved. In consultation and collaboration with all these, stakeholder's participation determines what is to be monitored and what needs to be assessed, as well as the process of monitoring and evaluation should be implemented which comprise of identification of indicators. Stakeholder's level of participation is also determined by how they analyze data and evaluate the performance of the project. Stakeholders are also required to provide guidance on how to proceed with the

project. Therefore, M&E system should form an integral part of daily project management cycle. The process should be inclusive of project planning design phases. With regard to Monitoring and evaluation of the design phase has a capability of facilitating the project stakeholders to have thoughts purely based on performance measurement even before the commencement of implementation. This needs to be done with a clear picture in mind and having expectations to ensure that the projects are successful (Passy, 2016). The study however failed to clearly distinct on the specific stakeholders whose participations on monitoring and evaluation systems can lead to a greater contribution on organizational project performance.

In Kenya, Hiram (2016) determined from her study that the main interests of majority of the stakeholders is on the managerial decisions. This is assumed to be vital towards evaluating and monitoring of the progressiveness of the projects under initiation and implementation by the organization. Kim et al (2015), concluded that attention of the stakeholders should be paid to by the managers. There is a long-term record for the existence of evaluation and monitoring systems and their adoption in various non-governmental organizations. The investigation found out that in the present days, there is a huge demand for the monitoring and evaluation systems as a tool for management used to indicate level of performance and implementation. This information is hence useful towards initiation of the implementation of evaluation and monitoring system by non-governmental organizations as well as other independent institutions. It is in order that it gets institutionalized. For achievement of proper results during project program initiation, appropriate measures should be initiated in the process of managing easy participation of stakeholders in the organizational project activities. Johnson (2016) in his adverse review on the level of stakeholder approach in non-governmental organizations project gave an expression that Corporate Social Responsibility (CSR) and interest of stakeholders complement each other.

Hiram further concluded from her study that the performance of projects and programs run by an organization are highly dependent on the level of stakeholder's participations.

2.3.3. Cost of Monitoring and Evaluation System

Argwins (2016) carried out a study that determined the relationship between cost of evaluation and monitoring system on project performance of health organizations in Poland. The investigation adopted descriptive research design as well as random sampling in selection of health organizations in Poland. Obtained data were analyzed using percentages and frequencies with the use of inferential statistics achieved with the use of regression and correlations. The study found out that Cost of a project implementation gives a representation of all the total expenditures that will be incurred from the start of the project activity till its completion. The success of a project activity is determined by the cost allocation towards all the aligned project activities under implementation. In the present project activities, use of systems have been adopted to help in reducing the levels of costs incurred in all the phases of project implementations. The study concluded that cost and budget review for evaluation and monitoring system need to be carried the project management committee to ensure all the project activities are catered for. However, the study done by Argwins (2016) failed to identify the ultimate cost of monitoring and evaluation system needed to create a difference when it comes to performance of organizational projects.

Andreasen & Kotler (2018), did a study to determine the extent to which adoption of evaluation and monitoring system is cost effective on project performance in NGOs in Burundi. Considering the financial performance of non-governmental organizations evaluation and monitoring systems, efficiency of the fundraising is considered to be a main variable that has greatly been linked with the literatures. According to efficiency of the fundraising involves

getting the necessary funding for non-governmental organizations operations and survival more so towards monitoring and evaluation systems. Donor dependency ratio is known as a tool for determining the efficiency of fundraising is another resource tool that can be used to which is useful towards carrying out an evaluation of the efficiency of fundraising. This tool is regarded as the resource generation ratio. The study found out that determination of the total costs of funding together with the rate of response of the proposals for fundraising efficiency evaluation are also other effective measures that can be adopted. This is an indication that other measures can be considered for fundraising efficiency alongside the dominant ratios. Such measures are often are often linked to the transparency of finances in non-governmental organizations as explained by Better Business Bureau. The study concluded that transparency in financial aspects is an indication that non-governmental organizations need to have relevant knowledge concerning their activities involving finances with the stakeholders. Such process may entail having preparations of accurate, timely, relevant and complete reports on finances that can easily be accessed by the donors and other stakeholders, hence having a significant effect on the project performance.

Jude (2017), surveyed on the link between cost of evaluation and monitoring system on successful achievements of non-governmental organizations in Kenya. The study made use of design for description and technique for random sampling. To analyze the outcome, percentages and frequencies with inferential statistics was achieved with the use of regression and correlations. Jude (2017) found out from his study that a well-developed framework for system resources clearly outlines non-governmental organizations monitoring and evaluation systems performance as the strategy for achieving advantages from within to ensure better ways of achieving project performance at a very much lower cost. Such indicators have much stress on

the performance based on finances of the of non-governmental organizations and may include having an access to funds, costs, expenses and budgetary. Similarly, the study found out that external indicators focus on the relationship existing between the non-governmental organization and the external factors like an environment. This study however failed to have a determination of the link between cost effectiveness on evaluation and monitoring on execution of separate project activities within an entity.

2.4 Literature Review Summary and Research Gaps.

Below is a glimpse of the summary of the review of literatures, study focus, study research findings and the research study gap.

Table 2. 1: Literature Review Summary and Research Gaps

Study Authors	Study Focus	Outcome from the Studies	Knowledge Gaps
Georges & Kusek (2017)	Determining the impacts of M & E on successful achievement of projects in government organizations.	The findings of the investigation indicated that upon implementation of evaluation and monitoring systems in organizational projects, a boost of performance on the projects is experienced.	The study failed to monitor the effects of stakeholders' participation as well as the total cost of acquiring evaluation and monitoring systems
(Venessa and Gala, 2016).	Evaluating the effects of competency levels on Monitoring and Evaluation systems in project management in Ukraine	The findings of the study showed that to increase the competency levels of the employees interacting with the evaluation and monitoring systems, training of employees should be frequently done to experience a greater performance of the projects under execution	A study to be done to determine the effects of consistencies in offering coaching on evaluation and monitoring systems
Lameck et al., (2017)	Investigating the effects of stakeholder's participation on evaluation and monitoring on project performance in research sectors in Bahrain.	The outcome determined that the participation of stakeholders on evaluation and monitoring has a linear relationship with the success of projects being executed within the research organizations	A study to be carried out in assessing the base level of participation of stakeholder on monitoring and evaluation needed to successfully accomplish the goals and objectives of organizational projects.
Bruno (2017)	Determining the link between involvement of stakeholders on evaluation and monitoring on project success in bilateral aid sectors in South Africa.	The study found out that several bilateral aid agencies also regularly make use of the monitoring and evaluation systems in measuring the extent of development and transparency levels.	The study however failed to clearly distinct on the specific stakeholders whose participations on monitoring and evaluation systems can lead to a greater contribution on organizational project performance.

Jude (2017)	To investigate the relationship between cost of evaluation and monitoring on achievement of objectives of Kenyan organizations	The study found out that a well-developed framework for system resources clearly outlines non-governmental organizations monitoring and evaluation systems performance as the strategy for achieving advantages from within to ensure better ways of achieving project performance at a very much lower cost.	This study however failed to determine the link between cost effectiveness on evaluation and monitoring system on execution of separate project activities within an organization.
Nuguti (2013). Journal for Evaluation: Programs, policies and Practices	Evaluation and Implementation Handbook: Programs, Policies and Practices	The researcher found out that evaluation policies and programs need to be carried out for each and every project under execution	Future studies should be done on the different policies guiding different projects during the implementation process
Agutu (2014)	Development of Capacity Evaluation: Training and Teaching Activities	The study found out that implementation of monitoring to full capacities require prior teaching and training to the project managers	A study needs to be done on extent to which teaching and training of M&E systems have got impacts on the project success
Rivera, K., & Lima, (2010)	Problems faced in the Evaluation of M&E Process	This study discovered that the challenges encountered during implementation of M & E systems need to be actualized to breed greater benefits to the organizations	A research study needs to be carried out on ways to cope up with the incoming challenges during project implementation using M & E systems
Prakash, H. (2014).	Reasons behind adoption of Evaluation and Monitoring Systems in Education sector in Kenya	This study was able to identify factors such as proper leadership skills and data quality. These are important factors that affect the implementation of M&E systems in organizations	Studies need to be done on the challenges countering the factors which affect the implementation of M&E systems during project implementation
Trochimmm (2013).	Early warnings on factors influencing status of community based organizations.	This research paper highlighted on the indicators that need to be taken care of before negatively influencing project	Future study to be carried out on other how to realize on the project management indicators especially in the

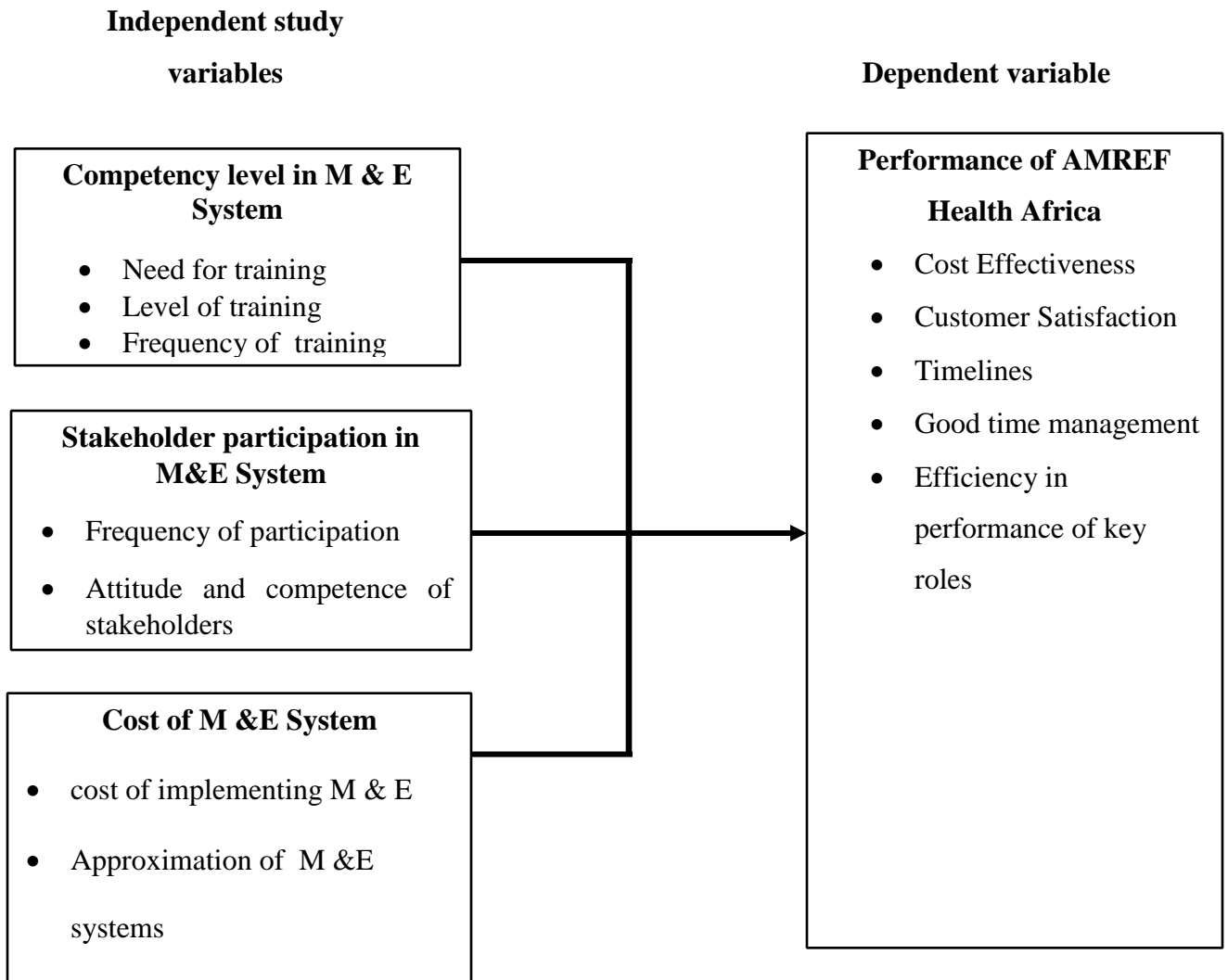
		performance in an organization	implementation of M & E systems
Nyandemo, S. N. & Singh, D. K., (2013).	Elements of Monitoring and Evaluation plans and execution	The journal gave out a description on the needs for project planning, M&E	Future studies need to be carried out on the activities that need to be carried out in the process of making plans, evaluation and adaptation of project activities using M & E systems
Banice (2015)	Project development and monitoring systems	This study realized the importance of carrying out organizational projects with implementation of M&E systems. The study realized a difference in implementation of M&E systems in project and without implementation	A future research study to be done to measure the level of difference in determining project scope with and without implementation of M & E systems
Mackay, K. R., & World Bank. (2007)	The study focuses on building M&E systems to support government projects better.	This paper found out the value of building M&E systems to support on the implementation of government projects	A future study to be carried out on the support of M&E systems on NGO projects in comparison to the government projects
Shapiro, J. (2014).	Importance of Evaluation and Monitoring	This project justified on the importance of M&E systems in project implementation within organizations.	Future studies need to be made to highlight on the benefits of M&E systems implementation in organizational projects
Scriven, M. (2010).	Reflections of the Evaluation Process, Views, Influences and Theories	This study was based on theory explaining the importance of implementing M&E systems during project implementation	More theories need to be formulated in future to provide further description on how to go about implementing M&E systems in government and non-governmental projects

Source of information (Research Papers, 2020)

2.5. Conceptual framework.

A framework for conceptualizing a study can be described as a research instrument that can be used to give a diagrammatical representation of the dependent and independent study variables. A conceptual framework makes it easy to assess the indicators highlighted by each study variable. Within the conceptual framework, there are study independent variables which are assumed to be guiding the outcome of the research study. For this study, the independent variables were inclusive of; competency levels, stakeholders' participation, and cost and budget allocation on evaluation and monitoring systems. Besides, a conceptual framework is made up of dependent study variable which is significantly impacted by the nature of the independent study variables. For this study, the independent variable was the performance of evaluation and monitoring systems.

Figure 2. 1: Conceptualization



Source (Researcher, 2020)

CHAPTER THREE.

RESEARCH METHODOLOGY.

3.1. Introduction.

The section highlights on approaches and techniques adopted by the researcher to investigate on the study. This part explains the sample design and the research instrument used to test validity, design used in the study, population targeted, approaches of obtaining data, ethical values and methods for analyzing data that were used to assess study variables. The chapter also highlighted on the ethical issues that were considered and observed by the researcher whenever data collection exercise was achieved.

3.2. Research Design

From Creswell (2014), research design refers to a framework or approaches that researcher prefer to effectively tackle problems in research. The purpose of the research design is to act as a bridge between objectives in research, questions of study, empirical studies, recommendations and conclusions of a given study. It is invented to give out a clear outline on how the findings should be provided as per the population of study (Bernauer, 2015). The study applied descriptive surveys as section of the research approach. It is worth noting that it will try to provide accurate details (Mugenda, Mugenda, 1999). The researcher found this method effective in connection of data on the impacts of M& E system on the performance of projects of AMREF Health Africa. The researcher required participants to offer responses on the study. This research design was preferred because it gave the respondents on both why and how questions and giving explanations on what questions. This design gave a provision for the collection of data consisting of quantitative and qualitative research data through research instrument.

On the other hand, descriptive research design is of high concern with the relationships, structures, processes, options and conditions that are easily identifiable. This study design was therefore suitable for the researcher to achieve a clear assessment of the variables entailing evaluation and monitoring systems on success of projects for non-governmental organizations. Descriptive research design for this study provided a clear framework for carrying out investigations supporting claims on evaluation and monitoring on the successful achievements of NGO projects.

3.3. Target Population

A target group represents a collection of people upon which research revolves around. Mostly this definition comprises a description to suit particular subject upon which the research is about. A study sample population comprises cases alongside facets that have pertinent information that researchers are interested in whereby they gain samples of making observations. The population in this research consisted of the AMREF projects that are under implementation for the last two years. The distribution of the target population is as below:

Table 3. 1: Target Population Distribution

Strata Project Activities

STRATA	PROJECT ACTIVITIES
Water, Hygiene and Sanitation Program	1
Capacity-Building Program	1
Programs for Controlling and Prevention of diseases	1
Maternal, Reproductive as well as programs for child born	1
Non-communicable disease control program	1
Health Systems and strengthening program	1
TOTAL	6

Source: Human resource department, AMREF Africa (2019).

The total population consisted of 6 project activities and programs currently being undertaken by AMREF Africa and requires the implementation of monitoring and implementation systems. These projects were selected based on their urgency and how they are being influenced by the implementation of monitoring also evaluation systems.

3.4. Sampling Design

3.4.1. Framework of the Sample and Size

The sample framework is described to be the list of all the population elements or units which are to be sampled (**Gates, 2018**). The total number of individuals responsible for executing projects in AMREF Health Africa constituted the sampling frame for this study. The sample elements consisted of the AMREF projects that were under implementation for the last two

years. The project management team was however involved in determining the extent to which adoption of monitoring and evaluation systems effect the performance of the executed projects.

3.4.2. Sampling Technique

Bryman and Bell (2017) indicated that population is the universe of units sampled and selected. In short, individuals, all elements, or subjects that meet the selection standards for a collection to be looked upon and where the research sample is used for comprehensive assessment. A census sampling was adopted by the study to gain insight on the assessment of monitoring and evaluation systems on performance of AMREF Health Africa. A census survey is deemed appropriate as the population of study is not too large hence capturing all the relevant data to enable comparison of the strategies in place by these firms.

3.5. Data Collection Instrument

The study made use of questionnaires in the data collection exercise. The instrument provides survey methods that apply standardized questions provided to groups or individuals upon which results can be considered, compared, and contrasted (Trochim, 2006). It is cost effective and can be used to get to wider population as compared to interviews since it also reduces bias among the interviewers. Its limitations are clarity issues, low response rates, literacy issues among others. The project management committee administered the questionnaires at AMREF Health Africa. There were open-ended and closed questionnaires which respondents filled. There were two sections; A and B in the questionnaire. Questionnaire included background details on the company's profile in the form of years or ownership and part B incorporated structured queries regarding the influence of evaluation and monitoring. The researcher used the data attained from questionnaires which helped in attaining conclusion for this research.

3.5.1. Test of Validity of the Research Instrument

Reliability of the instrument for a study can be described as determination of the accuracy and level of relevance of the references for the findings of the study. According to **Kothari (2016)**, research instrument validity describes the extent to which a test measures what the study intends to measure. To achieve an adequate validity of the content, the researcher made use of expert judgmental method. In this case, the questionnaires were given out to the supervisors who had a critical examination and provided comments and feedback to the researcher. Having a test for the findings from the research instrument was carried out for identification and rectification of inconsistent data during reliability determination. Reliability of the questionnaires was then evaluated by the use of Cronbach's alpha index. This index made an establishment onto whether the measurements obtained are on the basis of consistencies of the study variables.

3.5.2. Reliability of the Research Instrument

According to Mugenda and Mugenda (2006), reliability of the research instrument is used to determine the degree or extent to which a research instrument yields consistent results or data after repeated trials. The validity and reliability were ascertained with through implementation of test-retest method. The method has advantages and can easily be used to determine whether the responses provided in the pilot matched the responses given out during the ideal study. Based on the results achieved from the pilot study, the values of Cronbach's alpha were obtained for each study variable. It is often recommended that the value of Cronbach's alpha should be having a minimum of 0.70, therefore a value of 0.70 is a mark for determining how reliable the instrument is. The coefficient for Cronbach Alpha, 30 was arrived at with the use of SPSS version 25, to determine the extent of reliability of data and only variables above 0.70 were put under consideration.

Table 3. 2: Reliability Results

variable of study	Index for Cronbach Alpha	Items Size	Comments
Competency Levels in M & E systems	0.713	5	Reliable
Stakeholders Participation in M & E	0.720	5	Reliable
Cost of M & E systems	0.751	4	Reliable
Service Delivery	0.829	6	Reliable
Aggregate	0.789	18	

Source: Pilot Data (2020)

3.6. Data Collection Procedure

The study needed to have a check with other stakeholders who helped explain the exercise's rationale. All this was conducted before collecting the data. It is worth noting that research helpers were noted on the date data commencement began. As such, participants had the information that the process was typically meant for academics and that confidentiality was a guarantee. As such, the people were told that no individual would be victimized thanks to adverse outcomes in connection with their careers. The researcher also utilized a transitional letter from Kenyatta University with an aim of permitting gathering of details from AMREF to Africa. In ensuring total rates of response, the researcher provided time for the gathering of all done questionnaires. It is worth noting that 30 days were enough for the process.

3.7. Analysis and Presentation of Data

It was necessary for the researcher to make verification that the questionnaires were filled correctly. Descriptive statistics was adopted by the study to highlight descriptions as per the key variables on this study. Descriptive statistics is often recommended during data analysis since it gives a provision of more simple and essential summaries concerning the measures of the samples. Description of the quantitative data achieved by the research study was with the use of percentages, mean averages and frequencies. The researcher used the Statistical Packages for Social Sciences. Quantitative attributes were analyzed with the help of content analysis which was significant towards drawing inferences of the study. The findings were then analyzed and converted into the form of tables and percentages. The researcher also made an analysis of the data from several research questions with the use of rates gotten to indicate the distribution of the opinions of the respondents.

Using a regression analysis model given below, the degree of the relationship between the two variables was established. The regression model is defined as below

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

The elements in the equation represent;

Y= Success of projects of AMREF Health Africa

β_0 - β_3 = Regression coefficient,

X_1 =Competency Levels in evaluation and monitoring

X_2 =Stakeholders Participation in evaluation and monitoring

X_3 =Cost of evaluation and monitoring system

ε -error term

3.8. Ethical Consideration

Permit for research was sought for by the researcher before undertaking investigations from AMREF Health Africa. Appointment and consent through human resource departments was to be sought for; the first stage was to have a briefing on what the study was all about for provision of required information, which provided objectives of procedures and credibility used in research. It was important for the researcher to use language that is respectable for all. The researcher made sure that there was maintenance of high levels of confidentiality for all the responses provided in relation to the study. The respondent's names were kept confidential. The researcher as well made an application of the codes which helped in maintaining the discretion of all the information collected with the use of questionnaires. Use of embarrassing questions and intimidating language that would irritate the respondents was avoided by the researcher. A letter authorizing conduction of the research study was further granted to the researcher by the NACOTSI.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction

The chapter provides information of analyzed data, presentation of data, interpretation followed by discussion of data achieved by the researcher. The researcher was determined to study on M&E systems and the performance of AMREF Health Africa Projects. The researcher managed to have data collected from project supervisors and project management committee members serving at the Health Systems Strengthening Programs at AMREF. The analysis of data has been carried out based on demographic attributes and nature of the study variables.

4.2. Demographic characteristics of respondents

4.2.1. Response Rate

A total of 30 questionnaires were distributed to AMREF Health Africa and all were returned when fully filled. This showed a 100% response rate. The maximum percentage of response rate was regarded to be sufficient towards making a conclusion to the study. According to Orodho (2012), this response rate was acceptable since a response rate given by 70% or more is perfect towards arriving to a conclusion of a research study.

Table 4. 1: Response Rate.

PARAMETERS	FREQUENCY LEVELS	% LEVELS
Respondents	30.0	100%
Non-Respondents	0	0%
TOTAL	30.0	100%

Source of data Research findings (2020)

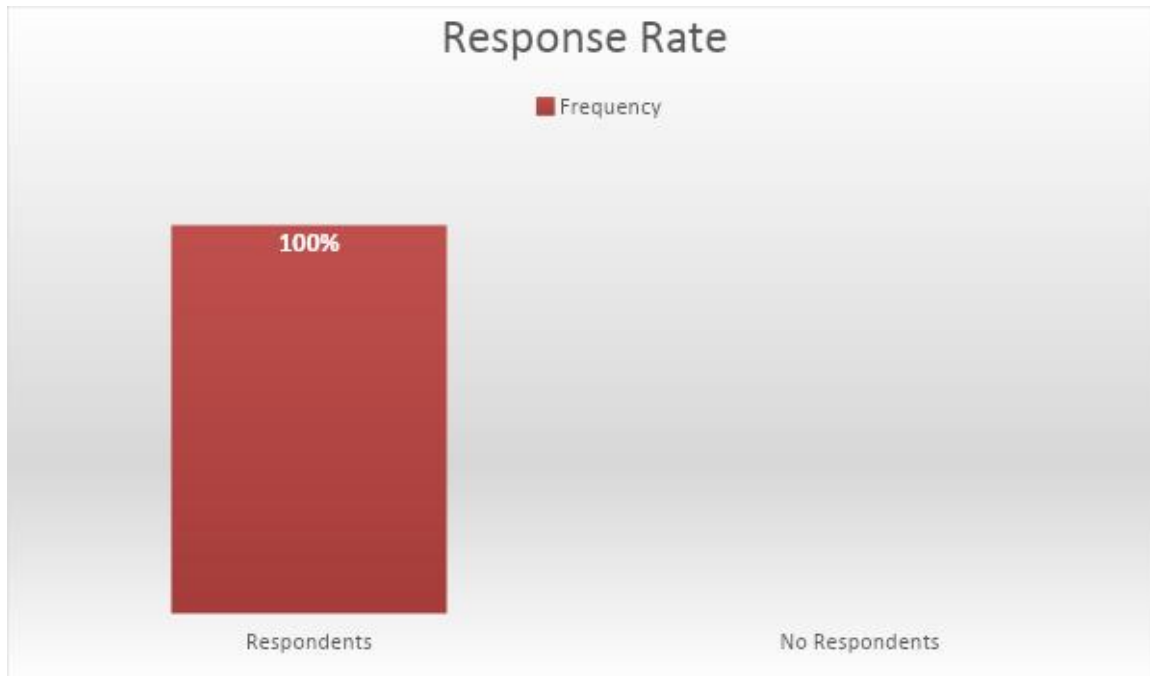


Figure 4.1. Rate of Response

Source of data Research findings (2020)

4.2.2. Gender of the Respondents.

The study made a request for the respondents to indicate/show their gender type in the questionnaires since the study was keen to assess the gender of all the respondents. It was determined by the study that most of the subjects who participated in the study were male, indicated by 60% of the total respondents with the female being represented by 40%. This is an indication that the researcher considered all the genders and therefore there was no gender bias.

Table 4. 2: Gender of the respondents.

Gender Type	Number	Percentage
Male	18	60%
Female	12	40%
Total	30	100%

Source: Research Data (2020)

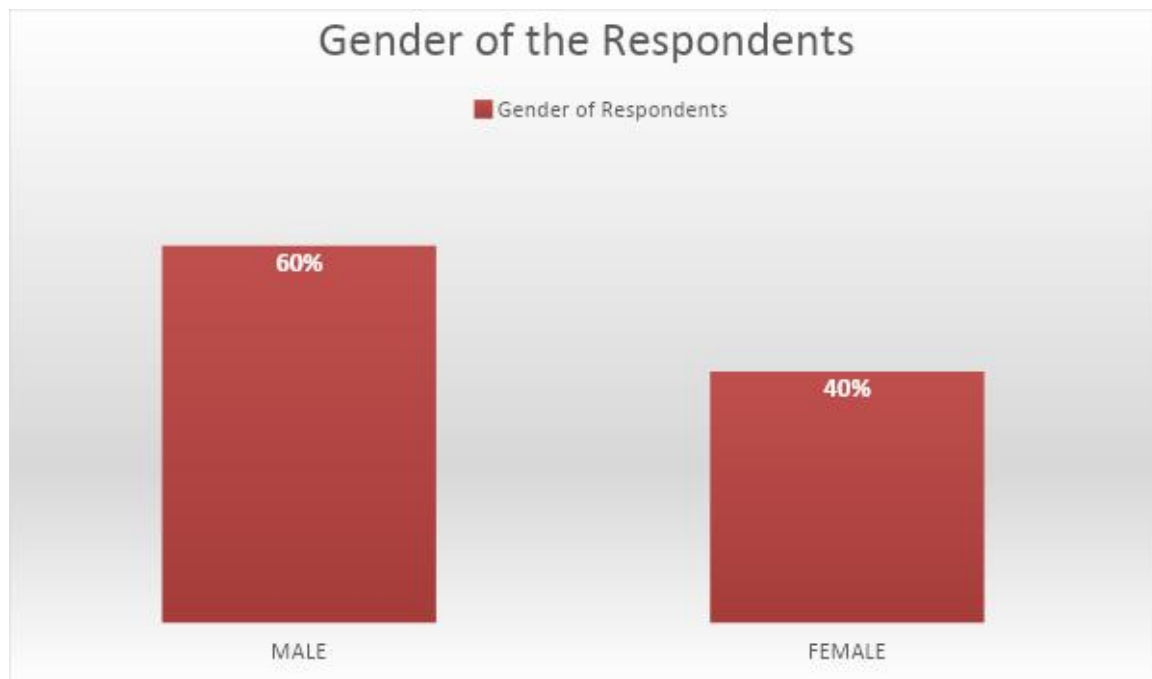


Figure 4. 1: Gender of the Respondents

Source; Research Data (2020)

4.2.3. Age of Respondents

Presented table shown below shows results based on age group for participants who took part in the study as requested by researcher in the questionnaires.

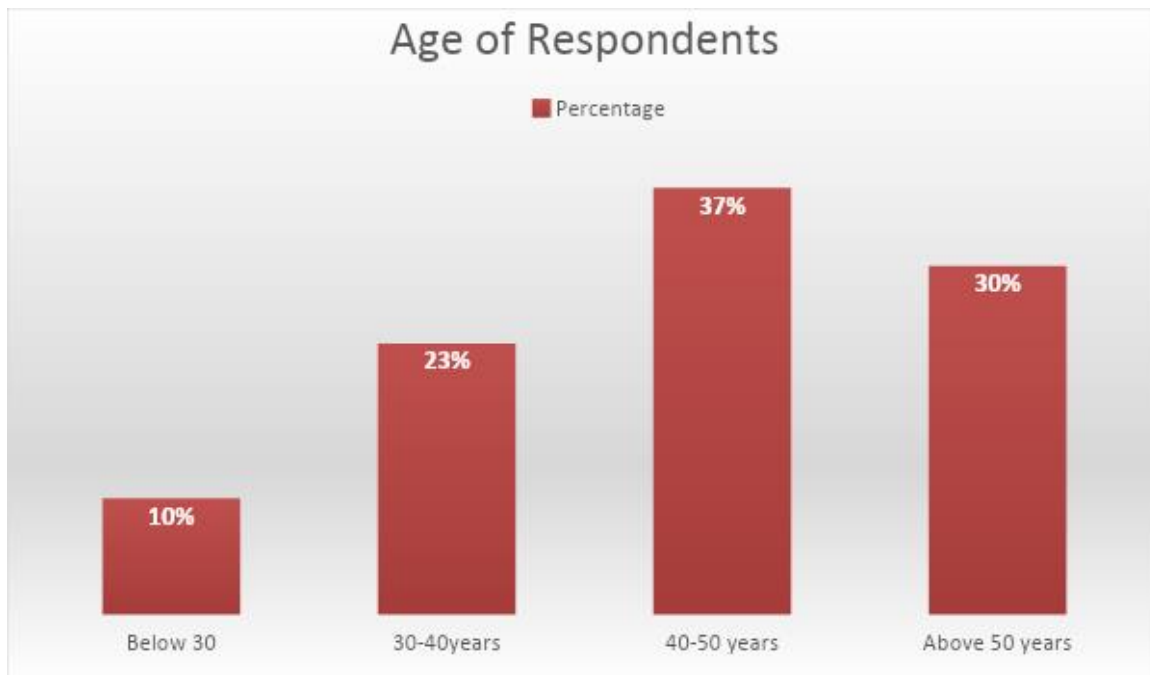
Table 4. 3: Age group of the respondents.

Age group	Frequency Levels	Percentage Levels (%)
30 years and below	3	10%
Between 30-40 years	7	23.3%
Between 40-50 years	11	36.7%
50 years and above	9	30%
Total	30	100%

Source of data Research findings (2020)

The researcher made an observation from the findings that the respondents aged below 30 years recorded the least percentage, 10% as compared to other age groups. The respondents having ages between 40-50 years were the majority, represented by 36.7%. The respondents having an age bracket between 30-40 years were indicated by 23.3% with those having more than 50 represented 30% of the total respondents. This findings regarding the age of the respondents indicated that the respondents were evenly and effectively distributed in accordance to their ages.

Figure 4. 2: Age distribution of respondents



4.2.4. Education Level of the Respondents

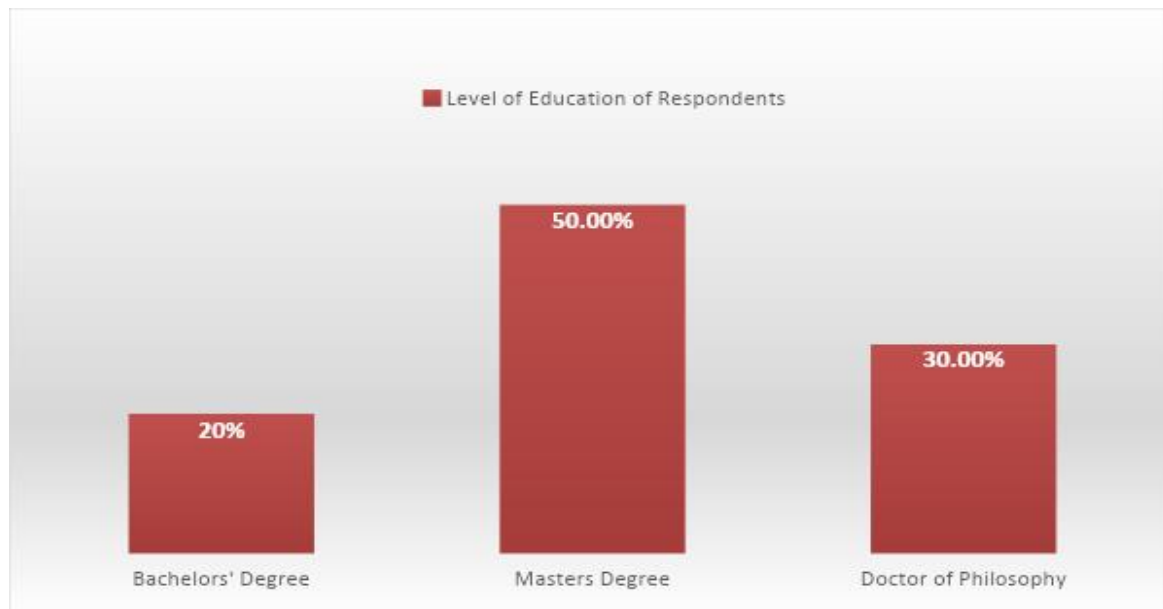
Table 4. 4: Education Level of the Respondents

Level of Education	Frequency Levels	Percentage Levels (%)
Bachelor's Degree Education Level	6	20%
Masters' Degree Education Level	15	50%
Doctor of Philosophy Education Level	9	30%
Summation	30	100

Source of data Research findings (2020)

The table provides outcome regarding education levels of the study respondents as indicated on the questionnaires. Most of the respondents had achieved Masters' Degree Education Level, represented by 50% of the total respondents. Those who had achieved Bachelor's Degree had the least representation of 20% of the total respondents. The employees who had attained up to Doctorate of Philosophy were represented by 30% of the entire respondents. From these findings, it is very evident that all the respondents are well educated and were in a good position to provide significant t responses based on the study variables.

Figure 4. 3: Level of Education of Respondents



Source of data Research findings (2020)

4.2.5. Period of service of respondents.

Table 4. 5: Period of service in Management of Projects by the Respondents.

Duration	Frequency	Percentage
0-5 years	6.0	20.0%
5-10 years	12.0	40.0%
10-15 years	9.0	30.0%
Over 15 years	3.0	10.0%
Total.	30.0	100.0%

Source: Research Data (2020)

A request was made by the researcher to the participants to provide an indication of the time they have offered their service at AMREF Health Africa. It was determined by the study that 6 respondents out of 30 have served between 0-5 years, 40% of the respondents on the other hand stated that they have served at AMREF Health Africa for a period between 5-10 years. 9 of the 40 respondents have served between 10-15 years with 3 of the 30 respondents serving for 15

years. From this, the research did find out that the years of service shown by the respondents are fairly distributed.

4.3. Descriptive Statistics

The researcher made use of measure of descriptive statistics which gave an indication on how the analysis of data has been carried out with the use of summary tables. A scale of 1-5 was used to rate the magnitude of responses given by the respondents whereby 1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree and 5 was indicated by Strongly Disagree.

4.3.1. Competency Levels in systems for Evaluation and Monitoring

Table 4. 6: Extent of effects of M & E Systems

Nature of the response	Frequency Level	% Level
Very Great extent	18.0	60.0%
Great extent	10.0	33.30%
Medium extent	1.0	3.30%
Little extent	1.0	3.30%
No extent	0	0%
Total	30.0	100%

Source of data: Research findings (2020)

Illustration of data on the responses given regard to the magnitude to which competency levels in systems for evaluation and monitoring influence the project performance at AMREF Health Africa as presented. A large number of study population noted that competency levels in systems for evaluation and monitoring influence the success of project activities at AMREF Health Africa to a very great extent. This was represented by 60% of the total responses. None of the respondents indicated that there is no level by which systems for monitoring also evaluation have an influence to the performance of project at AMREF Health Africa, hence represented by 0%. Conversely, 33.30% of the total respondents gave a response that M& E systems affect the

performance of projects at AMREF Health Africa to a big extent. Effects to a medium and a little extent were respectively represented by 3.3% of the total responses regarding the impacts of systems for evaluation and monitoring on the successful completion of projects at AMREF Health Africa. This gives a meaning that competency levels in M&E systems have more significant effects on the general performance of projects at AMREF Health Africa.

Table 4. 7: Descriptive Statistics on Competency Levels in M & E Systems.

Statements	n	Mean	Std. Dev	Coefficient of Variation
Staff members have been well trained on the concepts of monitoring and evaluation	30	1.41	0.21	18
The skills I have acquired as an employee at AMREF can enable me participate well in project monitoring and evaluation	30	1.07	0.19	18
The trainings on monitoring and evaluations have made it possible for the employees to contribute towards project success at AMREF	30	1.26	0.22	17
Majority of the project committee personnel should consider improving their knowledge on systems for evaluation and monitoring to make them highly competent to minimize cases of poor project implementation procedures	30	1.42	0.18	13
Project committee members and supervisors have shown a high level of performance generally which has led to improvement on project performance at AMREF	30	1.00	0.24	24
Aggregate Score		1.23	0.21	18

Source of data: Research findings (2020)

This study was keen to have a determination of the magnitude of agreement and disagreement of the respondents based on the statements involving the competency levels in monitoring and evaluation systems on project performance at AMREF Health Africa. Based on the outcome, it was determined by the researcher that most of the respondents had a strong agreement with the

statements. A substantial number of respondents had a strong agreement with the fact that staff members had been well trained on the concepts of monitoring and evaluation, thereby increasing their efficiency, hence improving project performance at AMREF Health Africa as indicated by a mean value of 1.41. The skills that have been acquired by employees at AMREF can enable them to participate well in project monitoring also evaluation hence have positive influence towards the performance on project at AMREF Health Africa, as shown by a mean value of 1.07. The training on monitoring and assessments have made it possible for the employees to contribute towards project success at AMREF.

Besides, the most of the project committee personnel were found to be needing to improve their knowledge on M & E to make them highly competent to minimize cases of inadequate project implementation procedures. These two statements were highly significant and was denoted by mean values of 1.26 and 1.42, respectively. Finally, the respondents agreed that project committee members and supervisors had shown a high level of performance generally, which has led to an improvement in project performance at AMREF, as demonstrated by a mean value of 1.00.

4.3.2. Stakeholder Participation in M & Evaluation Systems on project performance

Table 4. 8: The Extent to which Stakeholders Participation influence project performance.

Nature of response	Frequency Level	Percentage Level
Very Great extent	11	36.7%
Great extent	13	43.3%
Medium extent	3	10%
Little extent	2	6.7%
No extent	1	3.3.%
Aggregate	30	100

Source of data: Research findings (2020)

The table above provides responses based on the magnitude of the participation of stakeholders in systems for evaluation and monitoring and how it influences the project performance at AMREF Health Africa. It was indicated by 36.7% that levels of stakeholder’s participation influence the performance of the AMREF Health Africa. The highest percentage of the responses highlighted that stakeholder’s participation on the M&A systems affects the project performance at AMREF Health Africa as indicated by 43.3% of the total responses. 10% of the respondents made an indication that stakeholder’s participation on systems for evaluation and monitoring have a great influence the successful execution of projects at AMREF Health Africa to a medium extent., meanwhile 6.7% of the total respondents cited that stakeholder’s participation influences the performance to a little extent with 1 respondent indicating that there is no extent to which stakeholder participation influences project performance at AMREF. The responses give a clear indication that stakeholders’ participation is highly significant towards contributing to the success and effective performance of projects in non-governmental organizations.

Table 4. 9: Descriptive statistics on Stakeholders Participation in M & E system

Statements	n	Mean	Std. Dev	Coefficient of Variation
Participation of stakeholders in monitoring and implementation is of high importance towards project performance	30	1.57	0.33	21
Levels of stakeholder’s participation determines the level of project success at AMREF	30	1.36	0.21	15
All the stakeholders’ at AMREF are significantly participating towards M & E and project success	30	1.91	0.36	19
High frequency of stakeholders’ participation in M & E is even of great significance towards contribution to project success at AMREF	30	1.42	0.32	23
The attitude of stakeholders towards participation in M & E systems affects the project performance	30	1.59	0.29	18
Aggregate Score		1.57	0.30	19

Source: Research Data (2020)

This study was keen to have a determination of the magnitude of the levels of acceptance and disharmony regarding statements above in relation to the stakeholder's participation in the M & E systems and how they influence project performance at AMREF Health Africa. Based on the findings, most of the responses highly accepted the statements on stakeholders' involvement in implementation of systems for project evaluation and monitoring. 72% of our respondents, strongly agreed with the statement that participation of stakeholders in monitoring and implementation is of high importance towards project performance at AMREF Health Africa with a mean value of 1.57. This is an indication that involvement of stakeholders towards implementation of monitoring and evaluation system plays a significant role in achievement of project success. Levels of stakeholders' participation determines the level of project success at AMREF was found to be highly relevant and therefore has adverse relative effects on the project success in the long run as indicated by the mean value of 1.36. This is an indication that the more the participation of stakeholders towards monitoring and evaluation systems, the more there is achievement of project success at AMREF Health Africa. All the stakeholders' at AMREF are significantly participating towards M & E and project success. On the other hand, High frequency of stakeholders' participation in M & E was found to be of great significance towards contribution to project success at AMREF as indicated by mean values of 1.91 and 1.42 respectively. This meant that the more the stakeholders engage in monitoring and evaluation systems, the increase in the chances of project success at AMREF Health Africa. The attitude of stakeholders towards participation in M & E systems was found to be affecting the project performance recorded a mean value of 1.68 indicating high level of significance on the project performance at AMREF Health Africa. The results indicated that attitude plays a significant role

towards project performance and should be maintained on positive levels by the stakeholders at all costs.

4.3.3. Cost of Monitoring and Evaluation Systems

Table 4. 10: Cost of Monitoring and Evaluation Systems

Nature of Response	Frequency Level	Percentage Level (%)
Greater extent	10.0	33.30%
Great extent	12.0	40.0%
Relatively moderate extent	5.0	16.70%
Little extent	2.0	6.70%
No extent	1.0	3.30%
Total.	30.0	100

Source of data: Research findings (2020)

Presentation of the magnitude by which the cost and allocation of the budget in the implementation of M & E systems and how they influence project performance has been illustrated in the table above. 33.3% of the respondent indicated that cost and budget allocation during implementation of M&E systems affect project performance to a greater level. It was indicated by 40% of those who gave out responses that cost and budget allocation on evaluation and monitoring systems affect successful achievement of AMREF Health Africa projects to a greater level. 16.7% of the respondents gave an indication that cost and budget allocation only affects project success to a moderate extent. Minority of the population gave an indication that cost and budget allocation of the monitoring and evaluation systems affects the project performance at AMREF Health Africa to a little extent.

Table 4. 11: Effects of Cost of monitoring and evaluation system on project performance

Statements	n	Mean	Std. Dev	Coefficient of Variation
Cost of implementing systems for evaluation and monitoring is a significant indicator of project success at AMREF	30	1.67	0.45	27
Approximation of monitoring and Evaluation system helps in easier facilitation of project activities and hence contributes towards project success	30	1.33	0.29	22
Reviewing the cost of systems for evaluation as well as monitoring need to be carried by the project management committee to ensure all the project activities are catered for	30	1.35	0.32	23
Cost implications and proper laydown of monitoring and evaluation systems is of significance towards project success at AMREF Health Africa	30	1.38	0.26	19
Aggregate Score		1.43	0.33	23

Source: Research Data (2020)

The study was keen to assess the magnitude by which the respondents had an agreement or disagreement with the statements in the table above indicates an effect on monitoring and evaluation systems, as well as performance of projects at AMREF Health Africa. A significant percentage of the respondents had a strong agreement with the statement on effects of cost of M&E on project performance at AMREF Health Africa. Nearly all the population highly accepted the statement that Cost of implementing system for evaluation as well as monitoring is a significant indicator of project success at AMREF and thereby contributes towards improved project performance at AMREF Health Africa with a mean value of 1.67. Approximation of monitoring and Evaluation system helps in easier facilitation of project activities and hence contributes towards project success which was indicated by a mean value of 1.33 and therefore

was found to be significant. Preparation of the budget for monitoring and evaluation system was found to be relevant towards gearing effective project performances at AMREF Health Africa. Analysis of cost of M&E system being carried by the project management committee to ensure all the project activities is catered for was given by a significant average value of 1.35. This meant that there is always a need for regular review of the budget and cost allocation for monitoring and evaluation systems since they highly influence project performance. Cost implications and proper laydown of monitoring and evaluation systems is of significance towards project success at AMREF Health Africa which was determined by a mean value of 1.38. This is an indication that failure to financially plan for the monitoring and evaluation systems will contribute towards adverse effects on the projects set to be implemented by AMREF Health Africa.

4.4. Inferential Statistics

4.4.1. Regression Analysis

The analysis based on regression is a well-known statistical method for carrying out estimations regarding the link existing between dependent variable with at least one independent variable. The regression analysis gives a statistical interpretation on the level by which variables are closely linked to one another or not. This study made use of linear and multiple regression from which the findings were listed as shown:

Table 4. 12: Regression Model Analysis Summary

Model	Summary of the Model			
	Value of R	R ²	R ² Adjusted	Error of Estimate
1	0.762 ^a	0.593	0.476	0.25428

a. Dependent Variable: Performance of non-governmental organization projects

b. Predictors: (Constants), Competency Levels, Stakeholders Participation, Cost of Monitoring and Evaluation System

Source: Research Data (2020)

The model summary has been displayed in the table 4.12 above. The findings show that project success have a highly significant linear relationship as indicated by the R item value of 0.762. It is equally shown that values 0.593 and 0.467 as the values for R square and adjusted R square in respectively. From the findings, the R square value was determined to be greater than 0.5, indicating significant relationship between the study dependent and independent variables. This is a justification that Competency Levels, Stakeholders Participation, Cost of Monitoring and Evaluation System, affect the project performance at AMREF Health Africa. It therefore follows that the adjusted coefficient of multiple determination reflecting on the power and explanatory ability of the statistical model determined is 0.467. this therefore jointly implies that all the variables (Competency Levels, Stakeholders Participation, Cost of Monitoring and Evaluation System) give our explanation that 47.6% of the successful implementation and performance of projects for AMREF Health Africa in the context of monitoring and evaluation systems.

4.5. Multiple Regression Model Goodness of Fit

The researcher did an estimation for the significance test through analysis of variance as shown below in the table;

Table 4.13 ANOVA

VARIANCE ANALYSIS						
Model 1.	Summation of sqrs	Df.	Value	Average Squ.	F-Value	Signf.
Regression.	15.51	8	5.47	5.47	14.37	0 .000 ^b
Residual.	34.78	60	0.38	0.38		
Total.	50.29	68				

Source: Research Data, (2020)

Analysis of variation was given out from the model. The summation of the squares and the residual total of the squares were determined to be 15.51 and 34.78 respectively. The results from the analysis of variance have an indication of a mean value of 0.38. The regression of mean squares was determined to be 5.74. The findings from the model shows a substantial level of statistical significance. The findings from the model gives an illustration that independent variables of the study are indicators towards the dependent and independent variable of the study as shown by a significant F-statistical value of 14.37 with a p-value of 0.000^b which is less as compared 0.05 and therefore is an indication of high significant level.

Table 4. 13: Coefficients.

Coefficients					
	Un-standardized coefficients			Standardized	
Coefficients.	B Value	Error Std.	β	T	Sig
Model; Constant					
Constant	1.31	0.445	0.281	2.947	0.004
Project performance	0.44	0.16	0.364	2.731	0.008
M & E structure and systems	0.558	0.121	0.155	1.313	0.190

a. Dependent Variable: Project performance of AMREF Health Africa

b. Independent variables: Competency levels, stakeholders' participation, cost of M & E

Source of data Research findings (2020)

Findings shown above indicates that project success and Monitoring and Evaluation System and structure is has a significant correlation with a coefficient given by $R = 0.570$ and a determination coefficient indicated by $R^2 = 0.310$ at a level of significance given by $p = 0.000$. The findings therefore indicate that competency levels, stakeholders' participation and cost of monitoring and evaluation systems factors such directly affect the project performance of AMREF Health Africa. Additionally, it was provided by the findings based on the summarized F statistics and Analysis of Variance Table indicating the value of F to be 15.510 being significant, at 0.000 also which is less than, 0.05. The outcome means that, one or all the independent variables of the study make significant indicators of dependent variable (Project performance of AMREF Health Africa).

The researcher adopted the use of multiple regression equation for monitoring the contributing of all the independent variables for the study and the interrelation with the dependent variable. The ANOVA table indicates the Y-concept value which is denoted by the constant coefficients. These values were significant towards determining the levels of performance for the AMREF Health Africa.

CHAPTER FIVE.

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction.

This part of the study highlights on the of the summary of the research, conclusions we made from the research findings and suggestions as well as recommendation for the future studies that would be carried out in line of the research study topics.

5.2. Summary of Findings

The challenges faced by organizations during project implementation are highly attributed by failure to implement monitoring and evaluation systems. Recognition of the fact that evaluation and monitoring have a lot of effects towards successful achievements of a given work is dependent upon the cost of implementation, timeline, and levels of competence of project managers has not been determined by most of the project managers. In essence, AMREF Health Africa having extremely high number of projects are facing challenges in relation to determining the levels of participation of stakeholders as well as poor control of project implementation costs having failed to implement monitoring and evaluation systems at the start of their project activities. The investigation made use of descriptive research as the study design. The study made use of research design which is descriptive which targeted six project activities and programs currently being undertaken by AMREF Health Africa. Open ended research instrument (questionnaire) was implemented in the process of obtaining data needed by the study. Questionnaire's validity test was achieved by considering the content of the research instruments. The data gathered was analyzed with the use of computer-based packages for statistics and social sciences in conjunction with the descriptive analysis. A summary of the findings was made in form of tables for easy interpretation and inference.

The discussion in this chapter is to highlight the findings obtained based on each variable being monitored by the study. Above topic towards this study was mainly to make an assessment of the system for project evaluation and monitoring on successful achievement of projects at AMREF Health Africa. The study objectives included; determining the level by which personnel participation of stakeholders in M&E system have an influence on the project performance; to assess the how cost of M&E systems influence project performance at AMREF; to determine the influence of competency levels in monitoring and evaluation systems on project performance. This study also considered determining the impact monitoring as well as evaluation timelines towards the achievement of AMREF Health Africa.

The researcher of adopted descriptive survey as a research design in this study. Questionnaires proved to be important research instruments used to collect primary data from the study population. The analysis of obtained data was through descriptive statistics which involved having a determination of the frequencies from tables, obtaining the average values and standard deviations. Implementation of both linear and multiple regression followed together with the variance analysis which helped in the determination of the link existing between the study variables. Analysis of the collected data was through statistics, basically descriptive which involved assessing the frequency levels based on the tables. Out of this, tables mean average values and standard deviations were determined. Linear and basic multiple regression was adopted by the study together with variance analysis to help in assessing the existing link between the variables of study.

Based on the findings obtained by analyzing each of the study objectives, it was highlighted that there is an important link between the project performance in AMREF Health Africa and competency levels. The study identified that competency levels in evaluation and monitoring

affects the success of non-governmental organizations projects to great extent. It was further identified that high frequency of training and possessing a lot of knowledge was found to be of importance in improving the project performance at AMREF Health Africa.

Regarding the participation of stakeholders, it was identified by the study that the attitude and competence of stakeholders towards the implementation of the evaluation as well as monitoring system are vital towards project success carried out at AMREF Health Africa. The financial contributions and frequency of participation of stakeholders at AMREF Health Africa have geared progress towards the achievement of ongoing projects. This study also determined that costs incurred during evaluation and monitoring programs have significant effects on the project success at AMREF Health Africa.

Further, it was identified by the study that cost of monitoring and evaluation affects the performance towards projects to a greater level. The research determined that cost implications and proper laydown of the M & E budget was found to be of great significance towards project success at AMREF Health Africa.

5.3. Conclusion

This study concluded that competency levels in Monitoring and Evaluation systems affect project performance in non- governmental organizations to great extent. The survey can conclude that staff members at AMREF have been well trained on the concepts of monitoring and evaluation, thereby increasing their efficiency, hence led to improved project performance at AMREF Health. The study identified that skills acquired by employees at AMREF enabled staff to participate well in project monitoring and evaluation hence recorded positive influence towards the project performance of the non-governmental organization. The training on

monitoring and assessments has made it possible for the employees to contribute towards project success at AMREF.

In relation to human participation of stakeholders, the study identified that participation of stakeholders affected project performance in AMREF Health Africa to great extent. It was concluded that participation of heads of organization in monitoring and implementation is of high importance towards project performance at AMREF Health Africa. This indicated that the involvement of stakeholders towards the implementation of monitoring and evaluation systems plays a significant role in the achievement of project success. The levels of stakeholders' participation were identified by this study to be determining the level of project success at AMREF and therefore is significant. The study also concluded that the more the stakeholders engage in monitoring and evaluation systems, the increase in the chances of project success at AMREF Health Africa.

The study concluded that cost of implementing monitoring and evaluation system highly affects project performance in AMREF Health Africa. It was concluded that the budget for evaluation and monitoring helps in easier facilitation of project activities and hence contributed towards project success as at AMREF Health Africa. The study also concluded that preparation of the budget for monitoring and evaluation system is relevant towards gearing compelling project performances at AMREF Health Africa. Further, the study made a conclusion that cost implications and proper laydown of the M & E budget is of significance towards project success at AMREF Health Africa.

5.4. Recommendations of the Study.

It was identified from findings of the study that competency levels in Monitoring and Evaluation systems highly affect project performance in AMREF Health Africa. Quite a number of the respondents concurred with the fact that a high level of competency in monitoring and evaluation systems forms the background of project success. This study, therefore, recommends the following: investment in the coaching of project personnel, effective use of the monitoring and evaluation systems to help in achieving long term project success at AMREF.

5.4.2. Stakeholders Participation in M & E system on project performance.

The study identified that participation of stakeholders affected project performance in AMREF Health Africa to great extent. The results found on the study indicated that; there is an existence of a link between stakeholders' involvement in monitoring and evaluation systems on successful achievement of projects. From the obtained results, this study can recommend that inclusion policies should be formulated at AMREF Health Africa to ensure all the stakeholders participate in monitoring and evaluation to maintain an optimum level of project performance. AMREF needs to determine ways of motivating the stakeholders to enable them to have a positive attitude towards participating in monitoring and evaluation systems for project success.

5.4.3. Cost of monitoring and evaluation system on project performance

Cost and proper budget allocation for M&E systems were found to affect project performance at AMREF Health Africa to great extent. The researcher noted from responses given out that cost implications and proper laydown of the M & E budget play a significant role in project success at AMREF Health Africa. This study, therefore, recommends that a decent budget and cost allocations on monitoring and evaluation systems need to be considered and reviewed frequently to ensure achievement of project objectives, thereby increasing performance levels.

5.5. Suggestions for further research

When conducting the research, the study was keen towards assessing the effects on adopting the use of evaluation and monitoring system on greater achievement successful of projects at AMREF Health Africa. This study implemented a descriptive design for 11 months (July 2019-April, 2020); this duration is not sufficient in fully establishing the determination of evaluation and monitoring systems on the achievement of successful projects for non-governmental organization projects. A case of AMREF Health Africa. Carrying out a similar study would be appropriate for a longer time, maybe 5 years with the same research design to assess the effects of monitoring and evaluation systems on the performance of projects at AMREF Health Africa. On the other hand, other research designs such as longitudinal research design would be implemented in the future studies to monitor the same variables.

A similar study involving the determination of evaluation and monitoring systems and performance of projects for non-governmental organization should be conducted in other non-governmental organizations. The survey can be based in Kenyan NGOs such as the United States Agency for International Development, World Vision, Care International, Amnesty Care International, International Rescue Committee, Save the Children, and many others. Out of this, the researcher will be able to compare the findings whereby a convincing conclusion can be arrived at.

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APPENDIX I: TRANSMITTAL LETTER

OHULO O.A HUMPHREY

P.O.BOX.

NAIROBI

April, 2020

Dear respondent,

RE: SEEKING TO PARTICIPATE IN THE ACADEMIC RESEARCH

I am Kenyatta University student who is currently pursuing Degree of Masters in Business Administration. Currently, pursuing a research study on the influence of monitoring and evaluation systems on the performance of projects for AMREF Health Africa influencing the monitoring and evaluation systems in NGOs in Nairobi, Kenya.

I am therefore making a humble request for your engagement in the research study by filling the research study questionnaires. The information provided will be very confidential and will not betray you in any kind of way. I will highly appreciate your willingness to participate. Thank you.

.....

OHULO O.A HUMPHREY

D53/OL/CTY/26197/2018

Researcher

Kenyatta University

APPENDIX II: QUESTIONNAIRE

Number. _____

Date: _____

I am Currently undertaking academic research on evaluation and monitoring systems and success of projects carried out by NGOs in Kenya. A case of AMREH HEALTH AFRICA. Kindly assist me by providing response to the questions on the questionnaire

PART I: DEMOGRAPHIC DATA

Gender.

Male.

Female.

Age.

Below: 30

30-40

40-50

over 50

1. How many years have you worked in M & E Projects?

Less than 1 year

1-3 years

3-6 years

more than: 6 years

Education Level of Respondents

Bachelors' Degree

Master's Degree

Doctor of Philosophy

SECTION B: FACTORS ON THE INFLUENCE OF MONITORING AND EVALUATION SYSTEMS IN AMREF HEALTH AFRICA

I. COMPETENCY LEVELS IN MONITORING AND EVALUATION SYSTEMS

The table below represents statements regarding competency levels in monitoring and evaluation system as a factor influencing project performance at AMREF Health Africa.

Key

5.-very great extent 4.-great extent 3.-moderate extent 2.- low extent 1.-very low extent

Statements	1	2	3	4	5
Staff members are well trained towards concepts of monitoring and evaluation					
Skills I have acquired as an employee at AMREF can enable me participate well in project monitoring and evaluation					
The trainings on monitoring and evaluations have made it possible for the employees to contribute towards project success at AMREF					
Majority of the project committee personnel should consider improving their knowledge on evaluation and monitoring to make them highly competent to minimize cases of poor project implementation procedures					
Project committee members and supervisors have shown a high level of performance generally which has led to improvement on project performance at AMREF					

II. STAKEHOLDERS PARTICIPATION IN M & E SYSTEMS

The table below represents statements regarding stakeholders' participation in monitoring and evaluation system as a factor influencing project performance at AMREF Health Africa.

Statements	1	2	3	4	5
Participation of stakeholders in monitoring and implementation is of high importance towards project performance					
Levels of stakeholder's participation determines the level of project success at AMREF					
All the stakeholders' at AMREF are significantly participating towards M & E and project success					
High frequency of stakeholder's participation in M & E is even of great significance towards contribution to project success at AMREF					
The attitude of stakeholders towards participation in M & E systems affects the project performance					

III. COST OF MONITORING AND EVALUATION SYSTEM

The table below represents statements regarding cost of monitoring and evaluation system as a factor influencing project performance at AMREF Health Africa.

Statements	1	2	3	4	5
Cost of implementing evaluation and monitoring systems is a significant indicator of a greater performance of project activities.					
Approximation of monitoring and Evaluation system helps in easier facilitation of project activities and hence contributes towards project success					
A review on cost monitoring and evaluation system need to be carried by project management committee to ensure all the project activities are catered for					
Cost implications and proper laydown of monitoring and evaluation systems is of significance towards project success at AMREF Health Africa					

IV. PERFORMANCE OF AMREF HEALTH AFRICA PROJECTS

The table below represents statements regarding the performance of projects within the AMREF Health Africa as a result of implementing the Monitoring and Evaluation Systems. Please indicate the extent to which you agree or disagree with each statement by ticking on the appropriate column using the guidelines below.

Statements	1	2	3	4	5
Monitoring as well as evaluation is a necessity when it comes to giving a distinct comparison existing between project intentions and the possible outcome					
M&E depicts a vital step of action that assists in pointing out all the requirements if a project under execution.					
The system for evaluation and monitoring eases the work for managers of AMREF Health Africa towards assessing progress of the project activities					
A proper monitoring and evaluation system offer accurate and dependable information based on the implemented project on time for the AMREF Health Africa					
How legitimate and credible evaluation and monitoring system has made many organizations become full of trust, making it highly implemented even at AMREF Health					
Africa is having the desire of implementing the evaluation and monitoring system with the aim of having proper and efficient achievements of their project objective plans.					

Thank You for your participation

APPENDIX III: RESEARCH BUDGET

No.	ITEMS	AMOUNT(KSHs)	TOTAL(KSHs)
1	COMPUTER SERVICES		
	Flash disk	1500	1500.00
	Internet expenses	3000	3000.00
	Printing proposal	3,000	3000.00
	Binding proposal	2000	2000.00
	Checklist(photocopy)	500	500.00
	SUB-TOTALS		10,000.00
3.	FIELD EXPENSES	10,000	10,000.00
4.	DATA ANALYSIS	5,000	5000.00
5.	STATIONARY	3,000	3,000.00
6.	MISCELLANEOUS	2,500	2500.00
	Grand totals		30,500.00

APPENDIX IV: RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 607875	Date of Issue: 29/September/2020
RESEARCH LICENSE	
	
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