

# FACTORS AFFECTING MONITORING AND EVALUATION IN TELECOMMUNICATION INDUSTRY WITH FOCUS ON PROJECT IMPLEMENTATION AT SAFARICOM LIMITED

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**Abstract:** Monitoring and evaluation are very important for effective and efficient project management and implementation. It allows for project activities to be measured and analysed. It is therefore imperative that this very important aspect of project management be carried out effectively. This study seeks to establish the factors influencing Monitoring and evaluation in the Telecommunication Industry with focus on project implementation at Safaricom Limited. Specifically, the study will seek to investigate the correlation between Stakeholder Participation; Budgetary Allocation; Training Level of the Evaluation Team; Monitoring and Evaluation Culture; and effectiveness of Monitoring and Evaluation in the Telecommunication Industry. The study will adopt a descriptive research design that will utilize both secondary and primary data. Primary data will be collected by use of a structured questionnaire. The target population will include senior management and PMO staff from Safaricom Limited. Data collected will be analysed using SPSS V-20 software and tested for correlation of the variables.

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## ABBREVIATIONS AND ACRONYMS:

<b>AFC</b>	Action Contre La Faim
<b>DOF</b>	Department of Finance
<b>M &amp; E</b>	Monitoring and Evaluation
<b>NIMES</b>	National Integrated Monitoring and Evaluation Systems
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PMO</b>	Project Management Office
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNDP</b>	United Nations Development Program

## **1. INTRODUCTION**

### **1.1. Background of the Study**

Monitoring and evaluation (M & E) refer to the continuous and/or periodical functions that aim primarily to provide management and stakeholders with early indicators of project performance of a project and progress (or lack thereof) in the achievement of the results (Bountalis, 2007). Mulwa (2008) asserts that M & E involves measuring, assessing, recording and analysing the project information on a continuous basis and communicating the same to those concerned. Monitoring and evaluation is a very vital component of project management and is an indispensable tool that is significant in ensuring the primary objectives and goals of projects are achieved. The primary purpose of Monitoring and Evaluation projects primary purpose is to allow project teams to run projects effectively, ensuring they have the desired results for beneficiaries (ACF, 2011).

Wholey (2010) states that evaluation is used in government to increase transparency, strengthen accountability, and improve performance, whereas performance management systems establish outcome-oriented goals and performance targets, monitor progress, stimulate performance improvements, and communicate results to higher policy levels and the public (Wholey, Hatry, & Newcomer, 2010). Best practice requires that projects are monitored for control because stakeholders require transparency, accountability for resource use and its impact, worthy project performance and organizational learning which will assist in forthcoming projects (Mbiti & Kiruja, 2015). Monitoring and evaluation (M&E) help those involved with any type of projects to assess if progress desired is being achieved.

### **1.2. Statement of the Problem**

Monitoring and evaluation (M&E) are essential components of results-based management (Rist, Boily & Martin, 2011). Most project managers acknowledge that monitoring and evaluation of projects are important for effective project management, Kahilu (2010). Wachaiyu (2016) revealed that there is a positive and significant relationship between the strength of monitoring and evaluation team and project success. It is a frequently expressed concern that the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives (Mulandi, 2013). In the telecommunications industry, implementation of projects has, often been left to the implementation teams. Studies show that almost 90% of the projects in the telecommunications industry do not have an elaborate monitoring plan thus end up not delivering according to the pre-set objectives. During the conceptualization stages, most of these projects are conceived with hope and a lot of plans. There are, however, problems that occur during implementation that can be minimized if there is an elaborate plan to carry out monitoring and evaluation of these projects.

### **1.3. Research Objectives**

#### **1.3.1. General Objective**

The general aim of this study was to assess the factors affecting Monitoring and Evaluation in the Telecommunication Industry with focus on project implementation at Safaricom Limited.

#### **1.3.2. Specific Objectives**

1. To determine how stakeholder participation influences Monitoring and Evaluation in the Telecommunication industry
2. To establish the effect of the level of funding on Monitoring and Evaluation of projects in the Telecommunication industry
3. To investigate how the level of training of the team affects Monitoring and Evaluation in Safaricom Kenya Limited
4. To determine the effect of M & E culture on Monitoring and Evaluation in Telecommunication Industry

### **1.4. Research Questions**

1. What is the effect of stakeholder participation in Monitoring and Evaluation in Telecommunication industry?
2. How does the level of funding affect the efficacy of Monitoring and Evaluation in Telecommunication industry?
3. What is the effect of the level of training of the team on Monitoring and Evaluation in Safaricom Kenya Limited?
4. To what extent does the M & E culture affect Monitoring and Evaluation in Telecommunication Industry?

### **1.5. The scope of the Study**

This study was limited to the study of the factors influencing Monitoring and Evaluation programs in the Telecommunication industry in Kenya with a specific focus on Safaricom Kenya Limited. This study focused on the projects and programs implemented at Safaricom within the past five years (between 2012 and 2017) and particularly implemented by the projects teams of Safaricom Kenya Limited. The data used in the analysis of this study was collected through interviews and one on one sessions that targeted the staff members of the projects implementation department and the senior management of various project user departments. The target population will include all the project management staff and senior Management from Safaricom Kenya Limited.

## **2. LITERATURE REVIEW**

### **2.1. Theoretical Review**

Theories are formulated to predict, explain, and create understanding and, in some cases, challenge and extend the existing knowledge, within the limits of the critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. It introduces and describes the theory which explains why the research problem under study exists. It consists of concepts, together with their definitions, and existing theories that are used for the particular study. Chen, (1990) described the term theory as a frame of reference that helps humans understand their world and how to function within it. Explained in this chapter, under the theoretical framework, are the relevant theories that inform the foundations of this research paper. These include; Stakeholder Theory, Budget Theory, Organizational Culture theory and

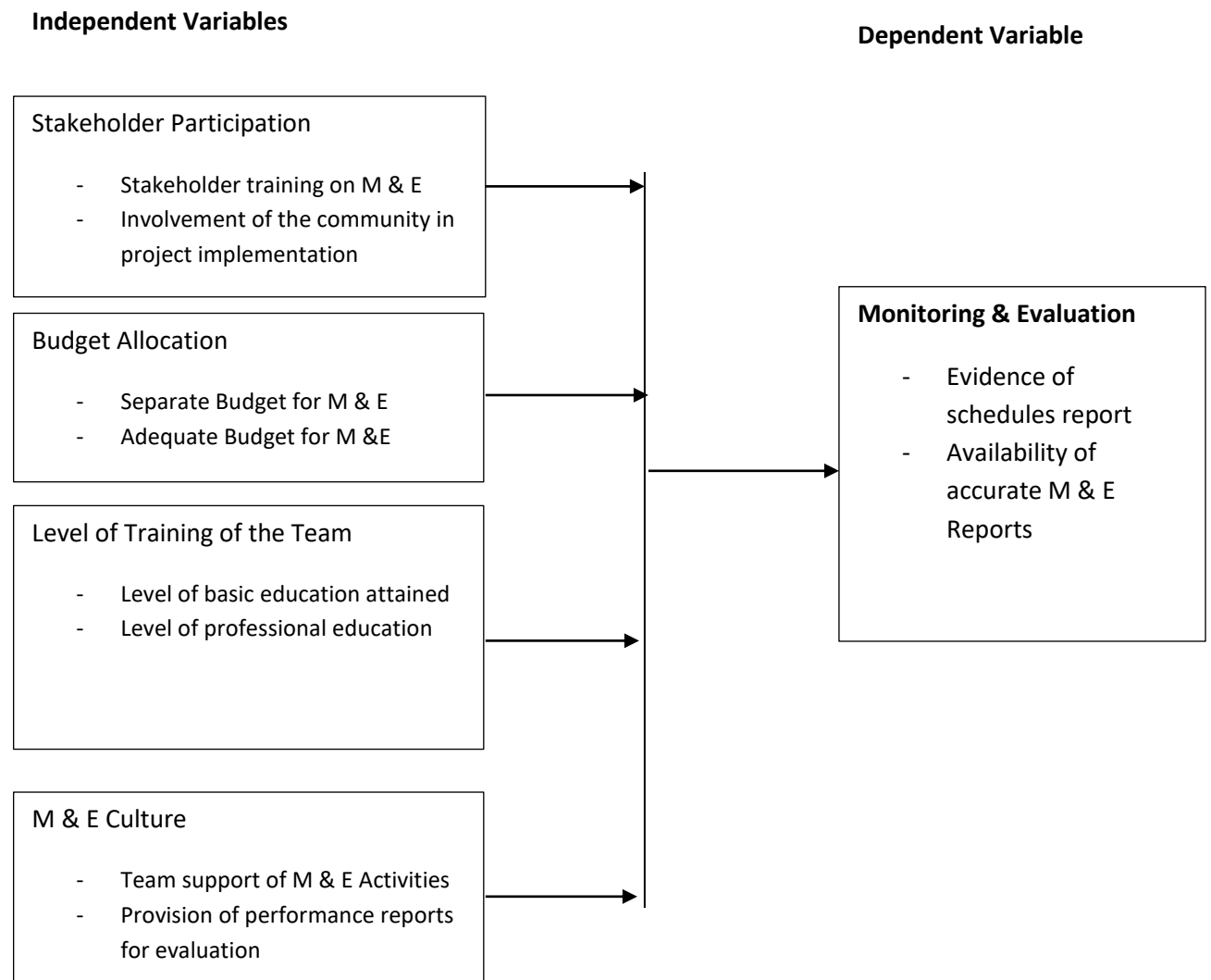
#### **Stakeholder Theory**

Stakeholders can be defined as any group or individual who can affect or is affected by the achievement of the organization's objectives. Stakeholder theory is managerial in that it reflects and directs how managers operate rather than primarily addressing management theorists and economists. It begins with the assumption that values are necessarily and explicitly a part of doing business. Stakeholder participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives (Chambers, 1997; Chitere, 1994). The theory asks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. It also pushes managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose. Wheeler et al, (2003), posits that the stakeholder theory was derived from a combination of sociological and organizational disciplines. Stakeholder theorists suggest that managers in organizations have a network of relationships to serve – these include the suppliers, employees, lenders and other business partners.

### **2.2. Conceptual Framework**

A conceptual framework is a brief description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study (Mugenda, 2008). According to Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. The purpose of a conceptual framework is to assist the reader to quickly see the proposed relationship and hence it's used in this study. A study by Shorsh and Vernon (2007) on overlooking the conceptual framework concluded that a conceptual framework has a critical role to play in research and examination process. In this study, the researcher presupposes a relationship between Stakeholder Participation; Budget Allocation; Level of Training of the Team and Weak M & E Culture and Effective Monitoring and Evaluation.

The proposed variables will provide the frame within which to assess the success and (or) impacts of the various changes to the implementation of a project. From a monitoring and evaluation perspective, the conceptual framework gives both the big picture perspective- contribution of the stakeholders in their aim to achieve the objectives of the study, and the cause and effect logic. The cause and effect logic outline the development hypotheses implicit in the strategy and the linkages between the goals, strategic objectives and the specific program outcomes. In this scenario, conceptual framework will help highlight the significance of all stakeholders to the overall goals and implementation of a project.



### 3. METHODOLOGY

#### 3.1. Research Design

This study will adopt a descriptive research design. The choice of this method stems from the fact that it has been successful in research of this nature. Muiga (2015) in his study, 'Factors Influencing the use of Monitoring and Evaluation Systems of Public Projects in Nakuru County,' used adopted a descriptive research design. Besides, the method has been chosen because it is more precise and accurate since it involves description of events in a carefully planned way (Babbie, 2004). Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time-based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity. According to Zikmund (2003) descriptive research design is the process of collecting and analyzing data in order to provide answers to questions concerning the correct status of the topic under study. It often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution. Descriptive research provides clear defined information and the findings are expected to be conclusive.

#### 3.2. Population of the Study

The target population of this study will include 172 Senior Management and Project Management office staff from Safaricom Kenya Limited. Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper and Schindler, 2003). It is according to Ngechu (2004), a well-defined set of

people, services, elements and events. The target population refers to a computed set of individuals, cases or objects with some common observable characteristics of a particular nature distinct from other population.

**Table 3.1 The population representation**

Description	Frequency	Percentage
Senior Management	142	82.6%
PMO Staff	30	17.4%
<b>Total</b>	<b>172</b>	<b>100%</b>

### 3.3. Data Collection Instruments

Primary data will be collected through structured questionnaires with both open and closed ended questions. Flick (2009), considers this tool best placed to collect a lot of data being justifiable for use in a qualitative study. Jankowicz (2005) further highlights that, questionnaires encourage respondents to respond to the questions without fear and accurately gives a deeper understanding of issues being investigated. Secondary data will be collected by way of review of published materials and existing literature relevant to the study.

### 3.4. Data Collection Procedure

The researcher will administer the questionnaire personally (assisted by two research assistants) and through e-mail system to the sample of the study. The study will use both primary and secondary data in analysing the relationship between the study variables. Primary data for the study will be collected by use of a semi-structured questionnaire that will be administered by the researcher.

## 4. RESEARCH FINDINGS

### 4.1 Response Rate

The data collection focused on a sample of the target population. The sample size was determined as highlighted in the previous chapter and led to a total sample size of 64 respondents. Out of the 64 questionnaires administered, 60 were filled and returned, which represents 93.75% response rate. According to Mugenda and Mugenda (2003), a satisfactory representation of a population needs a response rate of at least 50% and a response rate that exceeds the 70% mark is very good. From this, it is sufficient to say that the response rate is satisfactory. This response is attributed to the data collection procedures which was mainly done through one on one visits and in some cases through email invites to pre-notified potential respondents.

### 4.2 Demographic Information

This study needed to establish the age, gender and educational levels of the respondents. This was necessary to help determine the levels of expertise and experience often involved in the management of projects and control of the monitoring and evaluation structures at Safaricom Kenya Limited. The gender characteristics would help determine if there is equitable distribution of both gender in projects management and monitoring and evaluation. If the gender distribution of the sample is found to be balanced, then it would help clear hypotheses that the results, if found to be skewed in a particular direction, are as a result of gender-based bias and decisions. All other analyses are based on the thematic concerns and objectives as highlighted by the objectives of the study.

#### 4.2.1 Age of The respondents

**Table 4.1: Age of Respondents**

Age of Respondents	Frequency	Percentage
Below 30 years	0	0
30 – 39 Years Old	7	11.67%
39 – 49 Years Old	28	46.67%
Above 50 Years	25	41.66%
<b>Total</b>	<b>60</b>	<b>100.</b>

From Table 4.1, it is clear that there were no respondents below the age of 30. From this response, it can be alluded that all the respondents must have had at least a year handling projects. The modal age of all the respondents fell in the gap between 40 and 49. This group formed the highest proportion of respondents, at 28 (46.67%) followed by the age group above 50 years at 25 (41.66%). The age group between 30 and 39 were represented by 7 respondents, representing 11.67% while none of the potential respondents below 30 years old turned up. The distribution of the respondents imply that, the age groups below 30 years old are not involved actively in management of projects and the monitoring and evaluation process and hence do not see need for their involvement in the changes.

#### 4.2.2 Gender of the Respondents

**Table 4.2: Gender of The Respondents.**

Gender	Frequency	Percentage
Male	27	45%
Female	33	55% %
<b>Total</b>	<b>60</b>	<b>100.</b>

From the results of Table 4.2, the male respondents formed majority of the respondents 33 (55%) while the female respondents were 27 (33%). A margin of 10% in a sample size of 60 may not give an entire picture of the true representation but it points to a near unequal representation of the two gender. Should the sample size be greater than 100, then this gap could have shown a very great inequality.

#### 4.2.3 Education Level of respondents

**Table 4.3: Education Level of respondents**

Qualification	Frequency	Percentage
O/A level education	0	0
Diploma	4	6.67%
Degree	35	58.33%
Post Graduate	21	35.00%
<b>Total</b>	<b>60</b>	<b>100.</b>

Majority of the respondents are holders of degrees in different fields 35 (58.33%) while Post graduate degree holders account for 21 (35%) of the respondents. Diploma holders account for the least proportion of respondents, 4 (6.67%). Post graduate degree holders were mainly the senior management teams and representative head of various departments while the degree holders formed majority of the project teams and a select few were in the senior management teams. The diploma holders were entirely found in the project management teams.

#### 4.3. The Effect of involvement of internal agencies in M&E of projects in Safaricom.

To set a baseline to understand the specific objectives of this study, the various internal agencies and resources involved in projects management and monitoring and evaluation of projects. The respondents were asked their view on the level of extent the various internal agencies and bodies are involved in monitoring and evaluation and the results were analysed in Table 4.4. The sample responses analysed were classified according to the departmental areas from which the respondents were drawn. Responses were ranked and weighted from 1 to 5, with 5 being involvement to very large extent. The metric of measurements used in this question is as follows: Very large extent (5); Large extent (4), little Extent (3), very little extent (2), and Not At All (1).

Table 4.4 represent the responses on the level of involvement of various departments in monitoring and evaluation of projects in Safaricom. These departments were ranked using the Relative Importance Index, RII, using SPSS 23. RII is used to depict the relative importance of each variable contributing to the monitoring and evaluation of projects in

Safaricom. In the case of projects within Safaricom, RII was used to indicate respondents' view on the significance of involvement of departments in monitoring and evaluation. The RII is calculated using the formula below:

$$RII = \frac{\sum W}{A \times N};$$

Where W-scale for rating a factor (1-5); A- Is the highest weight in the scale; N- is the total number of respondents.

**Table 4.4: The effect of M&E on the performance of projects within Safaricom**

	RESPONSE (RANKING)					TOTAL	ΣW	MEAN	RII	RANK
	1	2	3	4	5					
Strategy and Innovation	9	13	17	10	11	60	181	3.02	0.603	6 <sup>th</sup>
Consumer Business Unit	12	16	7	15	10	60	175	2.92	0.583	5 <sup>th</sup>
Enterprise Business Unit	3	9	20	13	15	60	208	3.47	0.693	2 <sup>nd</sup>
Customer operations	15	7	11	21	6	60	176	2.93	0.587	4 <sup>th</sup>
Audit	4	9	13	17	17	60	214	3.57	0.713	1 <sup>st</sup>
Technical and IT	13	0	17	19	11	60	195	3.25	0.650	3 <sup>rd</sup>

The results indicated the greatest impact on successful implementation of Monitoring and evaluation is the Auditing teams. By their rank, it shows that the success of an M&E implementation process will greatly depend on the involvement of the audit teams. With a Relative Importance Index of 0.711, auditing is the most significant factor according to the respondents, the Enterprise business Unit's involvement in projects' monitoring and evaluation is viewed as the second most important, followed by technical and IT departments.

The table further indicates a likelihood that auditors are often involved to a large extent in projects monitoring and evaluation. Though the level of involvement of auditors is highest within the tested parameters, a value of 0.713 indicates a very low level of influence to the total outcome of the monitoring and evaluation process. The results from the table imply that the involvement of other departments in monitoring and evaluation of projects within Safaricom, as a Telecommunications company is very low and a lot needs to be done to improve this. If the relative importance Index is greater than 1, then the level of involvement is high and the subsequent impact of such a parameter to the overall outcome of the monitoring and evaluation process would be greatly significant.

#### 4.4. The Effect of level of funding on Monitoring and Evaluation in Telecommunications Industry.

The respondents were asked about their awareness of projects budgets, the proportions of this budget that is often allocated specifically to Monitoring and evaluation and whether they felt that most projects ended within the set budgets. This question was analysed in consideration of the second objective which is to establish the effect of the level of funding on monitoring and evaluation in telecommunications industry. To begin, the study sought to find out whether the employees of Safaricom were aware of project budgets as shown in Table 4.5

**Table 4.5: Level of awareness of project budgets by Safaricom employees**

RESPONSE	Frequency	Percentage
Yes	42	70%
No	18	30%
<b>Total</b>	<b>60</b>	<b>100%</b>

In Table 4.5, the respondents were first asked whether they knew the budgetary allocations of their project within the given fiscal year. From the results, 42 (70%) of the respondents were aware of the budgetary allocations, which means that they knew the total budgets for projects implementation in Safaricom. 18 out of the 60 respondents, representing 30%, were not aware of the amounts set apart for projects implementation within the financial year. Most of the employees who were not aware of the budgetary allocations were from the projects teams and included junior staff members. This awareness is often important to enhance a shared vision in monitoring and evaluation and in identification of parameters against which to measure the project performance.

**Table 4.6: Level of awareness of M&E budget by Safaricom employees**

RESPONSE	Frequency	Percentage
Yes	21	35%
No	39	65%
<b>Total</b>	<b>60</b>	<b>100%</b>

From table 4.6 above, 21 (35%) of the total number of respondents agreed that they knew the monitoring and evaluation budgets for projects within Safaricom existed in the current financial year. 39 (65%) of the total number of respondents, however, said NO. This implies that they did not know that there is a specified allocation in the budget meant for monitoring and evaluation activities. From table 4.6, it is clear that almost two-thirds of all the employees in Safaricom did not know of any budgetary allocations budgets allocated for monitoring and evaluation of projects in the current financial period. This data reveals that most of the employees charged with the responsibilities of running and managing projects are not aware of the activities involved in monitoring and evaluation.

**Table 4.7: Level of awareness of M&E budget**

RESPONSE	Frequency	Percentage
Yes	13	21.67%
No	47	78.33%
<b>Total</b>	<b>60</b>	<b>100%</b>

The respondents were then asked whether they are aware of the composition of the monitoring and evaluation section in the project budgets as indicated in Table 4.7. The respondents who did not know were 47 (78.33%) while those who knew were only 13 (21.67%). This implies that of the 21 respondents who knew of the existence of the monitoring and evaluation budgetary allocation, only a proportion of them 13, representing 61.9% of them knew of the specific components of the Monitoring and evaluation budget. It appears therefore, that most of the employees do not know the value of projects they are being asked to monitor or evaluate. Probed further, the respondents admitted that their primary focus during projects implementation is their deliverables and the key performance indicators.

This trend indicates that employees are either denied access to budgetary information or do not care enough to follow up on the specifics of the budget as long as it does not tie directly to their primary roles in the projects' implementation. The research further asked if the respondents felt that the Monitoring and Evaluation budget is always adequate for all the scheduled activities. This was to assess the significance that is put on M&E by the budgeting officers. The results for these responses are summarized in table 4.8.

**Table 4.8: Adequacy of M&E budget on M&E scheduled activities.**

Response	Frequency	Percentage
Strongly Agree	0	0%
Agree	7	11.67%
Disagree	34	56.67%
Strongly Disagree	19	31.66%
<b>TOTAL</b>	<b>60</b>	<b>100.0%</b>

From Table 4.8 above, none of the respondents strongly agree that the M&E budget is sufficient for all the scheduled activities. 7 (11.67%) of the respondents feel that the M&E budget is always adequate for M&E scheduled activities. 34 (56.67%) of the respondents disagree with this proposition and felt that the M&E budget is not sufficient to adequately handle all the scheduled activities of the projects handled. A further 19(31.67%) of the respondents strongly disagree with this proportion and feel that the budgetary allocation for M&E is barely enough to handle the implementation of all the scheduled M&E activities. From the data in Table 4.8, it is clear that a majority of the respondents do not agree that there is adequate allocation of finances to cater for the scheduled M&E activities which indicates that there is a need to make clear connection of the M&E budget and the M&E activities. The people who allocate the budgets are not the same people who are charged with the task of handling projects within Safaricom hence there is an information gap between the needs of the monitoring and evaluation team and the allocated budget.



**Table 4.9: Project completion within budget.**

Response	Frequency	Percentage
YES	19	31.67%
NO	41	68.33%
<b>TOTAL</b>	<b>60</b>	<b>100.0%</b>

In Table 4.9, the respondents were asked whether they felt that their project phases had been completed within the expected budgets. The respondents who felt that their project phases had not completed within the expected budgets were 41 (68.33%) which formed the majority. The respondents who felt that the projects were completed within the expected budgets were only 19 representing 31.67%. In addition, some respondents indicated that it is often the independent contractors that know the answer to this question. Some of the respondents who disagreed that projects are not completed within budgets gave unforeseen costs such as fluctuations in prices of required materials in the market.

The respondents were asked whether the M&E budget allocations affected the quality of delivery in projects and the responses were as indicated by the Table 4.10.

**Table 4.10: Effect of M&E budget allocation of projects performance.**

Response	Frequency	Percentage
YES	51	85.0%
NO	9	15.0%
<b>TOTAL</b>	<b>60</b>	<b>100.0%</b>

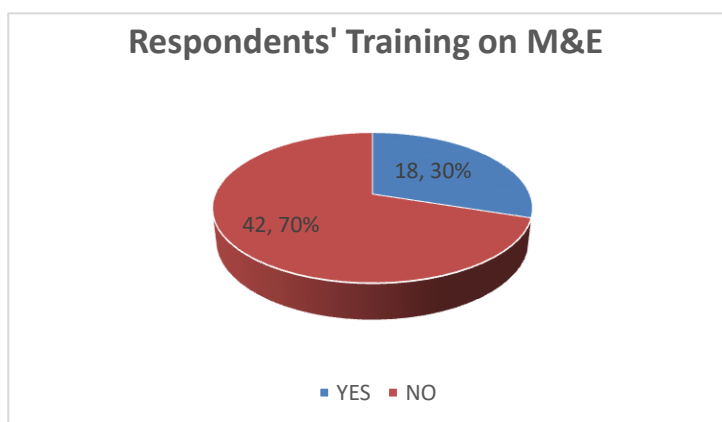
From Table 4.10 above, 51 (85%) of the respondents gave a positive response that (YES), the budgetary allocation to M&E activities would have a great effect on the quality of the project deliverables. This feeling was fueled by an argument that the amount of budgetary allocation directly determined whether all the scheduled activities would be carried out to satisfactory extent. 9 (15%) of the respondents however, felt that the budgetary allocation to M&E did not have direct impact on the quality of deliverable of projects.

From table 4.10 above, it can be deduced that M&E budgetary allocation has great effects on the quality of projects deliverables. Allocation of funding helps to determine the extent to which the monitoring and evaluation activities can be implemented. Adequate allocation of funding ensures that all the scheduled activities are carried out and thus assist in proper implementation of projects. Within the telecommunications industry, projects are often implemented in phases to take care of specific needs. As a result, it is significant to adequately allocate funding to M&E to ensure that the projects are implemented sufficiently.

#### 4.5 The Effect of Level of Training of teams on Monitoring and Evaluation

This study sought to identify the influence of training on the quality of staff on monitoring and evaluation and the subsequent effect on quality of projects implementation. The study further probed on the influence of management information system on monitoring and evaluation of projects within Safaricom. The respondents were asked their views on various applications and usage of MIS and results were analyzed.

The respondents were asked whether they had received any form of training or a capacity building, specifically on monitoring and evaluation within the last financial year of their employment at Safaricom and the response is indicated in the figure below.



*Figure 1 Respondents' training on M&E in the last financial year.*

From the results as indicated in the figure, 18 (30%) of the respondents had received training on Monitoring and evaluation of projects in the Telecommunications industry within the last financial year. The respondents who had

received trainings were mostly from the project management teams. The senior management mostly represented the proportion that had not been trained. Additionally, further discussions revealed that the trained personnel were in the core business of projects management and very limited number of the employees from other departments had received any form of training on monitoring and evaluation. 42 (70%) of the respondents had not received training on any form on monitoring and evaluation of projects in the last financial year.

The respondents were asked their views on the various applications and usage of Management Information Systems and the results were analyzed. MIS systems are often very significant in helping project management teams to properly run projects and to perform controls in the various aspects of project management within the telecommunications industry. Some of the key areas that can be handled by MIS include project scheduling- which is very vital in monitoring and evaluation, project scope definition, and resource allocation. One of the most common Project management information systems is the Microsoft Projects.

**Table 4.11 significance of training and MIS in projects Monitoring and Evaluation.**

Response	Frequency	Percentage
STRONGLY AGREE	54	90.00%
AGREE	5	8.33%
DISAGREE	1	1.67%
STRONGLY DISAGREE	0	0%
<b>TOTAL</b>	<b>60</b>	<b>100%</b>

According to the results of table 4.11 54 (90%) of the respondents strongly agreed that training on M&E and the MIS systems is very significant for successful implementation of projects in the telecommunications industry. 5 (8.33%) agrees that training is significant while only 1 (1.67%) disagreed that training is not very relevant. The respondent suggested that working experience in some cases could override trainings and academic qualifications. Also, the respondents agrees that there is very limited use of Project Management information Systems. Most of the data on projects, though analyzed and managed through electronic tools, are managed, analyzed and reported in manual tools.

**Table 4.12 Contribution of MIS to promotion of M&E in projects within Safaricom.**

	STRONGLY AGREE (%)	AGREE (%)	DISAGREE (%)	STRONGLY DISAGREE (%)
Information management in the department contributes to promotion of project performance.	53.33%	46.67%	0	0
Safaricom Managers make decisions purely based on the collected information	0%	13.33%	50.00%	36.67%
The department sees M&E information as being essential for assessment of project performance	18.33%	28.33%	45.0%	8.33%
The department sees M&E information as being valuable for learning purposes	5.00%	25.0%	68.33%	1.67%
As a manager, I feel a part of the management processes and feel that I can contribute to the promotion of information management in monitoring of Safaricom projects	30.0%	41.67%	25.0%	3.33%

From the results of Table 4.12, 32(53.33%) of the respondents strongly agreed that information management in telecommunications companies contribute greatly to promotion of project performance while 28 (46.67%) simply agreed. There was no respondent that either disagreed or strongly disagreed with the proposition that information management systems in Safaricom contributes to promotion of project performance. Basically everybody in the department was in agreement that management of information is essential element in monitoring and evaluation.

The respondents were asked a question of whether managers at Safaricom make decisions purely based on the collected information; 8 (13.33%) respondents agreed that managers make decisions purely based on the collected information while 30 (50.0%) disagreed while 22 (36.67%) strongly disagreed. In total, 42 (86.67%) of the respondents disagreed with the proposition that managers make decisions purely based on the collected information. This implies that on average, the management of projects is barely done using collected information but is mostly based on theoretical knowledge that managers have and experience of how things have been working.

On the question of whether the department sees M&E information as being essential for assessment of project performance within the telecommunications industry, 11(18.33%) respondents strongly agreed that the department sees M&E information as being essential for assessments of project performance while 17(28.33%) simply agreed, 27 (45.0%) disagreed and 5 (8.3%) strongly disagreed. A total of 28 (46.67%) were in agreement that their respective departments sees M&E information as being essential for assessment of project performance while 32 (53.33%) of the respondents disagreed.

Form the Table 4.12, on the question of whether the department sees M&E information as being valuable for learning purposes, 3 (5.0%) respondents strongly agreed while 15 (25.0%) simply agreed, 41 (68.33%) disagreed and 1 (1.67%) strongly disagreed. A total of 18 (30%) were in agreement while the majority 42 (70%) respondents disagreed. 18 (30%) of the respondents strongly agreed that as a manager, they felt a part of the management processes and felt that they can contribute to the promotion of information management in monitoring of Safaricom projects while 25 (41.67%) simply agreed and 15 (25%) disagreed. Only 2 (3.33%) of the respondents strongly disagreed with this proposition.

#### 4.7 The Level of capacity building at Safaricom as a contributing factor of Monitoring and Evaluation

This analysis was done based on the fourth objectives of study: To determine the effect of Monitoring and Evaluation culture on implementation of projects at Safaricom. The study looked at Monitoring and evaluation culture as the trend and the environment set by the management on perceptions around M&E systems. The primary focus of the culture analysis was in the roles of the management. Figure 2 gives an illustration of the results that were collected on the roles of management towards effectiveness of the M&E systems.

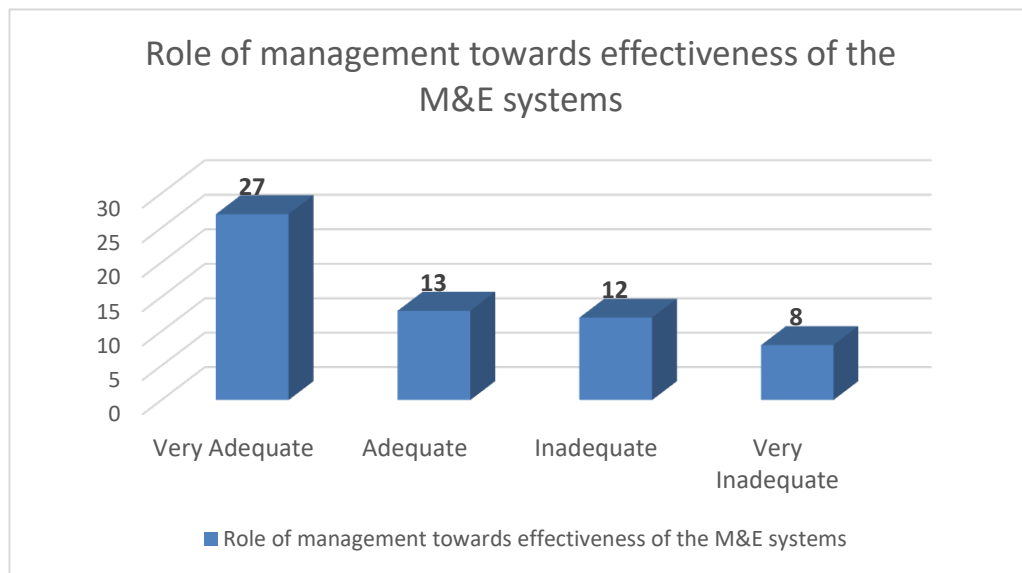


Figure 2 Role of management towards effectiveness of the M&E systems

From the findings, majority 27 (45%) of the respondents of the survey rated the role of management as very adequate in setting the right M&E culture and setting the tone for implementation of projects in Safaricom and other telecoms while 13 (21.67%) rated it as adequate. A significant proportion 12 (20%) of the respondents rated the role of management as being inadequate while 8 (13%) indicated that it was very inadequate. The study also indicated that the management acted promptly to the project demands and improvements. The response of the management was, however, noted to be efficient when there is a risk of failure and or damage or loss occurring. Under normal scenarios, the survey found out that the management at Safaricom will in most cases let the project teams run the projects only with the required support from their supervisors.

## **5. DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Discussions**

This study established that the involvement of stakeholders in monitoring and evaluation in the telecommunications industry, adequate funding of the M&E and training of personnel are very significant factors that affect the success of projects implementation in the telecommunications industry.

#### **5.1.1 Stakeholder participation and influence on M&E in Telecommunications industry**

The study sought to find out the influence of M&E stakeholders' participation on monitoring and evaluation activities in the Telecommunications industry. The study found that while this involvement is very significant, Safaricom has a clear structure of involvement of stakeholders although their involvement is below the expected level and thus is insufficient to provide the required support. According to Smoke (2003), there should be a clear way of involvement in Monitoring and evaluation and projects support in order to measure the inputs of each stakeholder. The identification of different personnel and instruments used for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings as well as the project management require input from multiple stakeholders and frequent consultations. In most cases, the project management teams are often charged with the duties to implement a project and then hand it over to users. The users are therefore, tasked with the responsibility of giving inputs and providing feedback during the project development

The project manager's involvement in the management of all project activities is often wanting and may lead to risk since they may not be wholly knowledgeable about all the aspects of the project deliverables and expected outputs. According to the study, stakeholders for projects within Safaricom are in most cases on standby waiting for requests from the project team.

After this, they basically play no any role. According to Chambers (1997) and Chitere (1994), stakeholder's participation means empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives. This is not done with regard to the projects done in Safaricom.

#### **5.1.2 Effects of funding on M&E in telecommunications Industry**

The study sought to find out the influence of M&E budgetary allocation and funding on the quality of delivery and success of projects implementation process at Safaricom. It found that Most of the employees who were not aware of the project budget were field officers. From the study, it shows that majority of the employees in senior management at Safaricom are not aware of the funding projects receive. The employees are further not aware of the budget specifics dedicated to monitoring and evaluation activities or even the activities schedules for M&E. This awareness is necessary as it enhance a shared vision in monitoring and evaluation and in identification of parameter against which to measure the project performance. This is in agreement of Crawford and Bryce (2003) who argue that awareness of project budget allocation to the stakeholders is key to successful monitoring and evaluation.

High awareness of the project budget helps the telecommunications industry to specifically identify the high-risk areas of the project and put in proper mitigation measures that will help reduce the risk. These measures greatly help to ensure that the project deliverables are taken care of and all the resources are availed.

When asked whether they were sure if the projects would be completed within the pre-allocated budgets, majority of the respondents were negative. This therefore means it is not possible for most of project team members to calculate schedule and budget variances or monitor project activities to ensure they are within scope, quality and cost. This inhibition is mostly as a result of insufficient capacity building and training. At regular intervals actual schedule of activities done is compared with the planned schedule to determine whether the project is within schedule or over schedule, Crawford and Bryce, (2003).

This practice is not being followed entirely by the stakeholders at Safaricom and some projects are not completed in time or within budget. There is no clear structured institutional framework in the telecommunications industry of budgetary allocation for monitoring and evaluation according to the findings.

Form the data above, most of the respondents disagreed with that statement that M&E budget is always adequate for M&E scheduled activities, which indicates that there is need to make a clear connection of the M &E budget and the

M&E scheduled activities. The people who allocate M&E budget are not the one who carry out various activities that it involves hence there is likelihood for illogical allocation of money against the scheduled M&E activities. This could also be contributed by the unawareness of the amount allocate to the monitoring and evaluation which most prevalent among project management staff.

The monitoring and evaluation budget, although stated by the CDF board at 2%, (2011): CDF Act, (2003), is not reflected in the CDF projects on the ground. These findings concur with those of Aukot et al (2010), who see M&E budgetary allocation as a very essential factor of monitoring and evaluation and which greatly affects project performance. However for those who gave a negative answer indicated that even if the budget was adequate, that money would not be spent for the intended monitoring purposes.

According to Kelly and Magongo (2004), IFRC (2001), the monitoring and evaluation budget needs to be about 5 to 10 percent of the total budget. Safaricom makes budgetary allocations to M&E as components of other project activities but not clearly. This puts a risk on the M&E scheduled activities since they can be easily overlooked or allocated insufficient resources. Besides, financial resources should be tracked with a project budget. The project activities should have costs attached to them, and a comparison made of what has been spent on project activities with what should have been spent as per planned expenditure in the budget, Crawford and Bryce, (2003).

### **5.1.3 Level of training of teams as an M&E factor in project performance**

One of the major pillars of monitoring and evaluation is the availability of disseminated information in order to make informed decisions. The study sought to find out the influence of training of teams in the management of monitoring and evaluation information systems on the performance of projects implemented in Safaricom.

After the respondents indicated they disseminated project information through meetings and reports, the study indicated that the employees were asked how frequent often they disseminated project information to the stakeholders through meetings. The majority of the respondents had disseminated information on project performance once in previous three. According to Keen and Morton (2008), it is not only difficult to get ready information from the relevant employees in most public institutions but also project related documents easily due to poor management of records.

According to Singh and Ramesh, (2013), reports can help in detecting whether the project is proceeding towards the intended goals or whether the right materials are being used. This would help stakeholders make timely decisions. It is therefore not surprising to find some projects stalling due to lack of information which could not be corrected in time due to unavailability of timely information through reports McLeod (2005).

On whether management is vital in the cultivation of an M&E culture at Safaricom and in the other telecommunication companies, majority, 45% of the respondents of the survey rated the role of management as very adequate in setting the right M&E culture and setting the tone for implementation of projects in Safaricom and other telecoms while 21.67% rated it as adequate. A significant proportion 20% of the respondents rated the role of management as being inadequate while 13% indicated that it was very inadequate.

## **5.2 Conclusion**

The study found that the employees at Safaricom and by extension other telecommunications companies, are not as involved in monitoring and evaluation of projects. There is often no planning involved when carrying out monitoring and evaluation for projects held within the company. There has always been little or no monitoring of project schedules and expenditure, no dissemination of information or documentation of lessons learnt.

The study found that the most of the employees charged with management of road projects and more so monitoring and evaluation were not aware of the existence of project budgets and budgetary allocation for monitoring and evaluation or what proportion it was of the total project budget.

The study found out that there is very low involvement of other stakeholders in monitoring and evaluation information. Insufficient support from other teams often lead to poor quality of the final project. The inadequate training of the project management staff and the senior management on the emerging trends on Monitoring and evaluation and project specific needs are some of the reasons why the quality of final projects fail to reach the required threshold.

Basically, while the practice of monitoring and evaluation is acknowledged as important by Safaricom and in the Telecommunications industry, it has not been allocated adequate resources that are required to fully carry out the

scheduled activities. The result of this being failure to deliver projects that are in their best qualities. Poor funding, insufficient training of the project teams and other employees, and insufficient participation through support of other stakeholders are the reasons why monitoring and evaluation does not yield the intended results for projects.

### **5.3 Recommendations**

It is clear that several factors affect c The focused study of how projects are handled at Safaricom revealed numerous weaknesses within the project management system, which if not addressed adequately will have possible serious impacts that can seriously undermine the success of projects in the Telecommunications industry.

These include low levels of stakeholder participation in the monitoring and evaluation of projects; inadequate funding of monitoring and evaluation activities for projects in the telecommunications industry; inadequate projects management knowledge and a general lack of trainings and capacity building for the project teams; and an undefined monitoring and evaluation culture.

The researcher has the following recommendations to make with regard to monitoring and evaluation of projects in the Telecommunications industry.

1. **Adequate Stakeholder Participation.** All the staff and beneficiaries of projects should be included in the project implementation and measurements from the inception phase to the very end. This way, it is easy to assess the deliverables as the project development goes on. Employees of Safaricom and other stakeholders in the Telecommunications industry play an important role in ensuring that the project deliverables are adequately taken care of.
2. **Proper and adequate funding of Monitoring and evaluation.** One of the key challenges faced by the project management teams at Safaricom is insufficient supply of resources. In cases of funding, there is no clear information of what the funds are to handle and are thus susceptible to reallocation to other project activities.
3. **Improve information management systems.** The Telecommunications industry should improve various information related issues, such an information technology, better reporting mechanisms, and training in data collection and analysis as being necessary to improve effectiveness.
4. **Proper training and capacity building of project teams.** The findings found a critical lack of expertise in monitoring and evaluation of projects in the telecommunications industry. Safaricom should strive work on issues of the lack of coordinated training and develop monitoring and evaluation frameworks, procedures and manuals to ensure that staffs know how to work and what to do. Mandatory monitoring and evaluation (MME) training should be provided.
5. **Suggestions for further research.** Further research needs to be carried out to establish how other Telecommunications companies and companies in other sectors such as health and water are being monitored and evaluated. Other researchers could also look at how to strengthen stakeholder's participation and management of information systems in monitoring and evaluation of projects in the Telecommunication industry.

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