

ROLE OF MONITORING AND EVALUATION ON PERFORMANCE OF NON GOVERNMENTAL ORGANIZATIONS PROJECTS IN KIAMBU COUNTY

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Abstract: The growing demand for organizations to improve project outcome has increased the uptake of Monitoring and Evaluation. Several studies have though established that for Monitoring and Evaluation to be effective it should be inclusive. The Role of Monitoring and Evaluation (PM&E) have enabled the government to improve service delivery, however, with limited uptake. Monitoring and evaluating of projects can be of great importance to various players including project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolve around public and private sectors to improve its performance and success. The purpose of this study was to establish the role of monitoring and evaluation on performance of non-governmental organizations projects in Kiambu County. Notably, the study examined the role of M & E project planning, Stakeholders participation, ICT integration and Technical expertise in Project Performance. A descriptive survey research design was adopted, the target population of the study was 147 registered NGO's in Kiambu County. Simple random sampling was used to select the sample population, and the sample size was 51 NGO's within Kiambu County. Questionnaires were used for data collection. A pilot study was done to ensure the reliability of the instruments. Data from the questionnaires was both qualitative and quantitative and was coded in a statistical package for Social Sciences (SPSS) version 24.0. Data were analyzed using descriptive and inferential statistics to establish the relationship between the study variables and results presented in table and graphs. Findings were that project goals and objectives were not clear to members as staff's project roles did not match their experience and qualifications in the organization. Stakeholder's interests were well assessed in organization projects, and stakeholders understand the mission, vision, and objectives of the project. However, stakeholders, we're not involved in strategy planning process, stakeholders participate in making budget plans and resource allocation. There was regular monitoring of ICT infrastructures and the organization had a clear ICT policy in its M & E functions. It was good to note that expertise judgment contributed a lot on project planning processes, the organization expertise coordinated skills, knowledge, and talents of project team members to improve Performance. It was recommended that; for projects to be successful, project performance strategies ought to be sought illuminated with factors like appropriate staffing and planning. Stakeholder's team ought to be conversant with project performance criterion as established, which included scheduling, cost quality, and quantity as such; this will be utilized as signals in determining the extent to which project deliverables will be achieved. Since projects have a specific life cycle, M & E managers should ensure before plans are attained objectives of the projects should be accomplished through proper Integration. Non-Governmental Organizations should invest in experts for appropriate investment in monitoring and evaluation systems.

Keywords: Monitoring and evaluation, Systems, Performance, NGOs, and Projects.

1. INTRODUCTION

1.1 Background of the Study:

PMBOK (2001) explains that monitoring and control of project work is “the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan.” It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance reports provide information on the project’s performance about scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes. Monitoring and evaluating of projects can be of great importance to various players including project sponsors as it would ensure similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolve around a few areas (Marangu, 2012).

The strength of the monitoring team Naidoo (2011) noted that if the M&E function is located in a section or associated with significant power regarding decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the monitoring team needs to be enhanced and strengthened for it to have more power which will increase its effectiveness. In addition to power of M&E teams, other factors also play a role in strengthening monitoring teams which includes: frequency of scope monitoring to identify changes, Number of person monitoring project schedule, Extent of monitoring to detect cost over runs, (Ling et’ al, 2009).

Magondu (2013) also noted that financial availability is the main resource in any functional organization as far as other resources such as human are concerned. To set up a monitoring department, finances are required. He further elucidates that staff capacity both in numbers and skills are also very instrumental in any effective implementation and sustainability of monitoring and evaluation. Without relevant skills, it’s hard to master the rule of any game. Therefore, the staffs need to be equipped with the relevant skills for performance and success. Project structural capacity and in particular data systems and information systems are also necessary for monitoring and evaluation exercise (Hassan, 2013).

According to Shapiro (2011) getting something wrong is not a crime. Failing to learn from past mistakes because of not monitoring and evaluating is. Monitoring and evaluation is a tool in project management. Project management is possibly this oldest profession (Raymond, 2009). Project Management is hence acknowledged as being the most successful approach to managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliverables, time frames and budget (Shapiro2011). Monitoring and evaluation are one of the tools that help project managers know when plans are going according to plan and when conditions change. They provide the management within the formation to make decisions regarding the project. Monitoring and evaluation (M&E) are useful to all projects, big or small because it helps in identifying project areas that are on target and those that need to be adjusted or replaced.

Different types of projects require different types of M & E systems (Shapiro, 2011). However, the most popular M & E systems with project managers are the ones developed on M & E Matrix, based on the Logical Framework Approach to monitoring and evaluation (Welsh et al., 2005). M & E is made up of two different processes: monitoring and evaluation. Monitoring is the process of regular and systematic collection, analyzing and reporting information about a project’s inputs, activities, outputs, outcomes, and impacts. Monitoring is therefore away of improving efficiency and effectiveness of a project, by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated funds (World, Bank, 2011). It, therefore, keeps track of the project work and in forms the management when things go wrong. Hence it is an invaluable tool for good management as well as a useful base for evaluation.

Monitoring is an internal function of a project, and it involves: establishing indicators, setting up systems to collect information, collecting and recording and analyzing information, and using the information to inform day-to-day management. Monitoring is important since it necessitates the modification of activities if they emerge not to be achieving the desired results (Hunter, 2009; Shapiro, 2011). Evaluation, on the other hand, is a scientifically based appraisal of the strengths and weakness of the project (Hunter, 2009). It is, therefore, a comparison between the actual and the planned. Evaluation is a means of checking efficiency, effectiveness and impact of a project.

There are two types of evaluations: evaluation done when the project is ongoing Formative evaluation, and evaluation done after the completion of the project Summative evaluations. Evaluation involves: looking at what the project intended to achieve, assessing progress towards what was to be achieved and impact on targets, looking at the effectiveness of the

project strategy, looking at the efficient use of resources, opportunity costs and sustainability of the project, and the implications for the various stakeholders (Hunter,2009 and Shapiro,2011). Monitoring and evaluation is therefore conducted for the following reasons: 1) to provide the project managers and stakeholders (including donors) within formation on the extent to which the projects are meeting its objectives; 2) to build transparency and accountability on the use of project resources; 3) to provide project staff with a clearer basis for decision; 4) For future project planning and development which is improved when guided by lessons learned from project experience.

1.2 Global Perspective of Monitoring and Evaluation:

Monitoring and evaluation systems have been in existences in the ancient times (Kusek and Rist,2004), however today, the requirements for M & E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government (Gorgensetal., 2010). Development banks and bilateral aid agencies also regularly apply M & E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010).

A monitoring and evaluation framework on how the success of the projects should be measured forms part of the project proposal due to demand to demonstrate results and accountability requirements on projects performance (IIRR, 2012). Monitoring and evaluation of food security projects should provide a logical way of assessing whether and how goals were being achieved over time to meet community's priority needs. The ACF Food Security Intervention Principles stipulate that community participation and reinforcement of local capacities should be applied throughout the programme cycle. That meant the community should be directly involved in identifying their own needs, defining the programme objectives, implementing the activities and monitoring and evaluating the programme. This participation was essential to ensure that the programmes were best adapted and met both the needs and expectations of the population (ACF, 2011). Planning for monitoring helped to clarify project objectives, assumptions, indicators, and activities.

Managing Stakeholders, teamwork among members and monitoring the progress of the project work are some of the key processes used to manage the project work (Georgieva &Allan, 2008). A good monitoring team is the one that has good stakeholders' representation. Likewise, an M&E team which embraces teamwork is a sign of strength and an ingredient for better project performance. Gwadoya, (2012) found that there was a shared need for proper understanding of Monitoring & Evaluation practices in donor-funded projects. This is an indication that there was lack of shared understanding of Monitoring & Evaluation practices in donor-funded projects among the various teams. With proper enhancement and capacitating of the monitoring teams, there would be more team work and hence more productivity. In summary, the literature review identified various issues which when applied appropriately would strengthen the monitoring team. These issues include Financial availability, number of monitoring staff, monitoring staff skills, the frequency of monitoring, Stakeholders representation, Information systems (Use of technology), Power of M & E Team and teamwork.

1.3 Kenyan Perspective of Monitoring and Evaluation:

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring in the National Development Programme as a collective effort by the Government, Private Sector, and Civil Societies, Republic of Kenya implementation of monitoring and evaluation (2005). This proposed monitoring and evaluation framework has not been fully operational to track projects performance of development projects had not gone unnoticed in Kenya with the context in which the National Integrated Monitoring System (NIMES) was established in 2003/2004 and adjusted in 2007/2008 when Kenya's Vision 2030 and its five-year Medium Term Plan replaced Economic Recovery Strategy.

Monitoring and evaluation, therefore, is a practice that is useful and relevant for the actors in the development world (Asare, 2010). However, many mainstream Monitoring practices tend to be isolated and disconnected from management and decision-making. Many programs and projects are driven by pre-set targets and actions, such that is an additional burden on application teams, and their monitoring practice is limited to the fulfillment of reporting requirements of governments (Steff Deprez, 2008).

Ochieng, Paul, Ruth, and Kuto (2012) analyzed the effectiveness of monitoring and evaluation of Constituency Development Fund (CDF) projects in Kenya, A case of Ainamoi constituency. The objective of the study was to look at the effectiveness of monitoring and evaluation process on CDF projects in Ainamoi constituency, Kenya. Karanja (2014) investigated the influence of management practices on the sustainability of projects in Kangema District (Kenya). The

objective of the study was to assess the influence of management practices on sustainability of the projects in Kangema District, Murang'a County, Kenya. It focused on Training, Monitoring & Evaluation, Leadership and financial management aspects of project sustainability.

However, one shortcoming of monitoring practices is that there are no set standards for measuring its quality (Chaplowe, 2008). It is, therefore, subjective and relies on the rule of thumb. Although monitoring used mainly for checking projects impact as well as establish whether it meets its goals and objectives, they are also a mandatory requirement for government-sponsored projects where governments use them to determine efficient use of their funds by organizations. The ability to measure and demonstrate outcomes and impacts relies on the use of indicators that are reliable data, and on the capacity to systematically collect and analyze that information.

Kimweli (2013) analyzed the role of monitoring practices in the success of donor-funded food security intervention projects in Kenya. The purpose of the study was to find out the role of monitoring and evaluation practices to the success of donor-funded food security intervention projects. The study targeted residents of Kibwezi district who have benefited from donor-funded food security projects. The study utilized a case study design because it was considered a robust research method particularly when a holistic and in-depth investigation is required.

Andove and Mike (2015) assessed how monitoring affects the outcome of constituency development fund projects in Kenya. The study aimed to establish whether the project monitoring and control efforts of the contractors and project supervisors contribute to an improved project outcome. Jackson, Joseph, and Ben (2015) analyzed factors affecting the effectiveness of monitoring and evaluation of constituency development fund projects in Kenya. The objective of the study was to establish the factors affecting monitoring and evaluation on the projects concerning technical capacity, political influence, stakeholders' participation, and a budgetary allocation of Constituency Development Fund (CDF) projects in Kenya. Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (Mbeche *et al.*, 2009).

1.4 Non-Governmental Organizations:

The existence of NGOs can be traced from the colonial times, where they mainly focused on welfare; however, this later changed to accommodate political actions and advocacy (Kameri- Mbote, 2000). Before the passing of the NGOs Co-ordination Act in 1990, which made provision for the registration and co-ordination of NGOs in Kenya (NGOs Co-ordination Act no. 19 of 1990), the NGOs did not have any institutional and legislative framework to govern them (Kameri-Mbote, 2000). An NGO, according to the non-governmental organization's bill NGOs is therefore created to enhance government efforts in developmental issues and supplement service delivery with funds received from multilateral organizations (donors).

NGO Board Executive Director, Amb. Petiole Nkuraiyia, in his speech during the launch of the automated M & E system for NGOs (2012) stated that the government appreciated the role played by NGOs as a developmental partner. He also added that NGOs are contributing to the national development by more than Kshs100 billion annually in addition to employing more than 100,000 people (Chesos, 2010). The NGOs are coordinated and regulated by the NGOs Co-ordination Board established by an Act of Parliament in 1990. They also operate under the National Council of NGOs, also known as the NGO Council, established in August 1993 under the Non-governmental Organizations Co-ordination Act, 1990, as a forum for all voluntary agencies.

According to the national survey of NGOs report (2009), which was conducted to validate the existing data of NGOs that were registered with the NGO Board and are operational, done through the administering of a questionnaire to various organizations, out of the 5,929 NGOs previously registered with the NGO Board only 2,029 NGOs were traced. This was attributed to 1) the NGOs had ceased operations without informing the NGO Board; 2) the NGOs had filed wrong information and 3) the NGOs were inactive. Of the 2,029 NGOs traced, 308 (20%) were operating in Kiambu county. 8% of all national NGOs and 12% of all international NGOs countrywide were operating in Kiambu county. On the other hand the Board Executive Director, Amb. Peter O. Ole Nkuraiyia, states that there are more than 6,000 NGOs registered countrywide (Chesos, 2010).

The survey also indicated that 73% of the NGOs interviewed had implemented at least a project by 31st December 2006. Most of the projects done by the NGOs, as at December 2006, were in the fields of education and HIV/Aids (13%). The NGOs, in Kenya, are under transformation to PBOs through the new Public Benefits Organizations Act, that was enacted

in January 2013 but yet to be gazetted by the new Cabinet Secretary in the Ministry of Devolution and Planning, which will see local and international NGOs registering and was Public Benefit Organizations (PBOs). The new Act is meant to transform the old Act (The Non-Governmental Coordination Act) to conform to the Constitution of Kenya (Shiundu, 2013).

The Jubilee Coalition (government), in its manifestos, also intends to introduce a Charities Act that will regulate the political campaigning by NGOs. The Act is also meant to establish transparency in the funding of NGOs and individual projects (W.Oloo, personal communication, June 5, 2013). According to the Public Benefits Organizations Acts, 2013 Part 1, section 5: 'a Public Benefit Organization is a voluntary membership or non-membership grouping of individuals or organizations, which is autonomous, non-organization, Partisan, non-profit making and which is organized and operated locally, nationally or internationally; engages in public benefit activities in any of the are asset out in the Sixth Schedule; and is registered as such by the Authority'. The new law also states that the Public Benefits Organizations Authority will take over the roles and powers of the NGO Coordination Board and the Federation of Public Benefits Organizations taking over the role of the National Council of NGOs. (W. Oloo, personal communication, June 5, 2013).

The Public Benefits Organizations Act, 2013 also states that the PBOs will operate in any, but not limited to, the following areas: legal aid; agriculture; children; culture; disability; energy; education; environment and conservation generally; gender; governance; poverty eradication; health; housing and settlement; human rights; HIV/AIDS; information; informal sector; old age; peace building; population and reproductive health; refugees; disaster prevention, preparedness and mitigation; relief; Pastoralism and the marginalized communities; sports; water and sanitation; animal welfare; and youth.

1.5 Statement of the Problem:

In the developing countries, Kenya included, NGOs are faced with several challenges in addition to the inability to resourcefully respond to changing needs. The Kenya social protection sector review (2012), states that the monitoring and evaluation of social programmes in Kenya are weak, and where it is done the information is not made public. The study by Koffi-Tessio (2002) also shows that M & E systems are not meeting their obligatory requirements as a decision-making tool; instead, their activities are viewed as controlled by bureaucratic management. M & E is also considered as a donor and not a management requirement (Shapiro, 2011). On international scenes, the global economy recorded a growth of 5.1% in 2006 compared to 4.5% (World Bank, 2003).

Kenyan NGO's accounted for 10% of the country's Gross Domestic Product (GDP), provided employment opportunities to about 500,000 on service delivery and improving the economy (GOK, 2004). Currently, 35% of NGO's projects have already set their monitoring and evaluation, while 65% there are still struggling with setting up their monitoring and evaluation systems (ROK, 2011). Several studies agree that monitoring practices are a contributor factor to project performance (Prabhakar, 2008; Papke-Shields et' al, 2010; Ika et' al, 2012; Chin, 2012; Ika et' al, 2010). However, monitoring practices of projects in Kenyan NGO's are weak due to poor practices embraced (KNBS, 2012).

Hyvai (2006) found out that over 60% of substantive projects fail to meet targeted goals due to ineffective monitoring and evaluation systems. This leads to project being delivered over budget, behind schedule and time frame thus affecting quality and projects performance (Ike, Diallo & Thuillier, 2012) According to Chesos (2010) and Mamer (2010) most organizations lack effective monitoring and evaluation systems due to misuse of resources, poor planning, conflict of interest and poor communication in meeting obligatory requirements; hence failing to deliver results that don't meet stakeholders needs despite monitoring and evaluation systems being in place. However, none of the studies has addressed specific link on the role of monitoring and evaluation systems on NGO'S projects performance from Kenya's perspective. This depicts a need to bridge the knowledge and practices gap in monitoring and evaluation in the Kenyan context. It is with this in mind that the study seeks to establish the role of monitoring and evaluation of NGO's projects performance in Kiambu county.

1.6 Research Objectives:

The general objective of the research is to examine the role of Monitoring and Evaluation systems in Non-Governmental Organizations Projects performance in Kiambu County, Kenya. The researcher was guided by the following specific objectives:

- i. To determine the role of project planning on NGO's projects performance in Kiambu County.
- ii. To examine the role of stakeholders participation in NGO's projects performance in Kiambu County.

- iii. To explore the role of ICT integration on NGO's projects performance in Kiambu County.
- iv. To evaluate the role of technical expertise in NGO' projects performance in Kiambu County.

2. EMPIRICAL REVIEW

The study by Koffi-Tessio (2002), on Efficacy and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda, and Mozambique, through a desk review and interviews, for projects approved between 1987 and 2000. Monitoring- Evaluation systems are not meeting their obligatory requirements as a decision-making tool; instead, their activities are viewed as controlled by bureaucratic management. The poor acquisition of the appropriate M & E systems by NGOs is also attributed to the organization's overemphasis on the physical infrastructure (for instance computer equipment's, working capital e. t. c.) rather than methodological and conceptual training. Jaszczoltetal., (2010) in their opinions and conclusions on experience in implementing a local Government Administration Component of the World Bank-funded Development Program (RDP), recommended that: NGOs need to be educated on M & E through handbooks in order to increase quality, a national professional association of evaluators also needs to be established to aid in developing technical skills among the M & E specialists, and last but not least to develop a widely accessible depositor for evaluation reports as a system where organizations can learn from previous experiences.

The Kenya social protection sector review (2012), that focused on main programmes in the social protection sector in Kenya, conducted through literature review, landscape survey and in-depth interviews with project implementers, states that not many programmes in Kenya have a functional M & E systems, despite it being accredited for promoting transparency and accountability. From the programmes reviewed 96% had developed some type of indicator framework for M & E, 91% conducted monitoring activities, 61% had a planned or ongoing impact evaluation, and 39% had no M & E reports for public consumption. This was attributed to programmes not allocating the required resources at the design stage of the M & E system. There was also an inconsistency in the choice of performance indicators among the Kenyan programmes which led to in coherent and incomprehensive M & E systems.

Out of 88.1% of the Kenya safety net programmes, only 16.7% could provide a review team with a logical framework. The review also established that although M & E rarely influenced the decision making process, its information was being used to inform project and programme designs as well as inform policies. The review also notes that the country relies much on M & E international consultants and therefore recommends the capacity building of national and progressive wean programme of civil servants (locals) because they will stay in the sector over the long term. Zubair *et al.* (2006) done an examination called an efficient approach for monitoring and evaluating the project progress. The goal of this examination was to distinguish methods that can be utilized as a part of the development business for monitoring and evaluating the physical advance, and furthermore to set up how current PC innovation can be used for monitoring the real physical progress at the construction site. The examination uncovered that the framework could naturally translate drawings of structures and concentrates information on its auxiliary segments and store in the database.

Tache (2011) did an investigation called building up a coordinated Monitoring and Evaluation stream for Sustainable Investment Projects in Romania. The goal of the examination was to build up a general incorporated stream, including both a venture checking framework and furthermore a project assessment framework for the speculation projects including monetary destinations and also cross-cutting social and natural targets. The examination utilized basic investigation and found that both the evaluated favorable circumstances and the burdens of such an administrative instrument, opening new points of view for growing additionally enhanced models and frameworks where Monitoring influence emphatically on the manageability of the tasks in Romania.

Paulinus and Iyenemi (2014) completed an investigation called M & E rustic water supply ventures and practical improvement in Nigeria and Ghana. The investigation surveys the manageability issues that are related to country group water arrangement and a portion of the difficulties experienced in the in-Niger Delta district of Nigeria inside the setting of venture benefits sustenance. The discoveries uncover the nonappearance of supportability in the momentum approach and the paper suggests that if group-based hand pump worked country water supply projects are to be practical; the maintainability factors must be given full thought in its outline and usage. Passia (2004) discovered that observing ought to be vital parts of the project administration lifecycle. Thinking in regards to monitoring at the outline phase of its design encourages the project partners to think in regards to performance estimation even before usage begins with a reasonable picture of desires of what an effective project would resemble. The Public Benefit Organization Act, 2013 first schedule,

part II section 13 on monitoring, evaluation and reporting, calls for the organizations to work together through result-based management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for monitoring and evaluation for development and impact of their work. They are also required to evaluate progress and success they have achieved annually.

In conclusion, from the literature review done and a review of previous studies that have been done, it shows that a lot of effort has been put in place to have a result-based and effective M & E systems, however, little has been done to cover determinants influencing the effectiveness of the M & E systems in NGOs like tools and techniques; management; M & E training and skilled staff. This study will seek to fill this gap by focusing on NGOs with Kiambu County, Kenya. Sekaran (2010) defines a theoretical framework as a conceptual model on how one theorizes or makes logical sense of the relationships among the several factors that have been identified important to the problem. Abeywardena and Tham (2012) argue that a theoretical framework gives the researcher a lens to view the world. Theories are formulated to explain, predict and understand phenomena and in many cases to challenge and extend existing knowledge within the limits of critical bounding assumptions (Chinn and Kramer, 2010). The theoretical framework discussed the interrelationships among the variables that are deemed to be integral to the dynamics of the situation being investigated.

3. CONCEPTUAL FRAMEWORK

A response variable is the outcome variable that is being predicted and whose variety is the thing that the examination tries to clarify. The explanatory factors, otherwise called the indicator or logical factors will be factors that clarify variety in the dependent variable (Alison, 2006). The conceptual framework of this study bases on four independent factors and one dependent variable as spoke to diagrammatically in Figure below

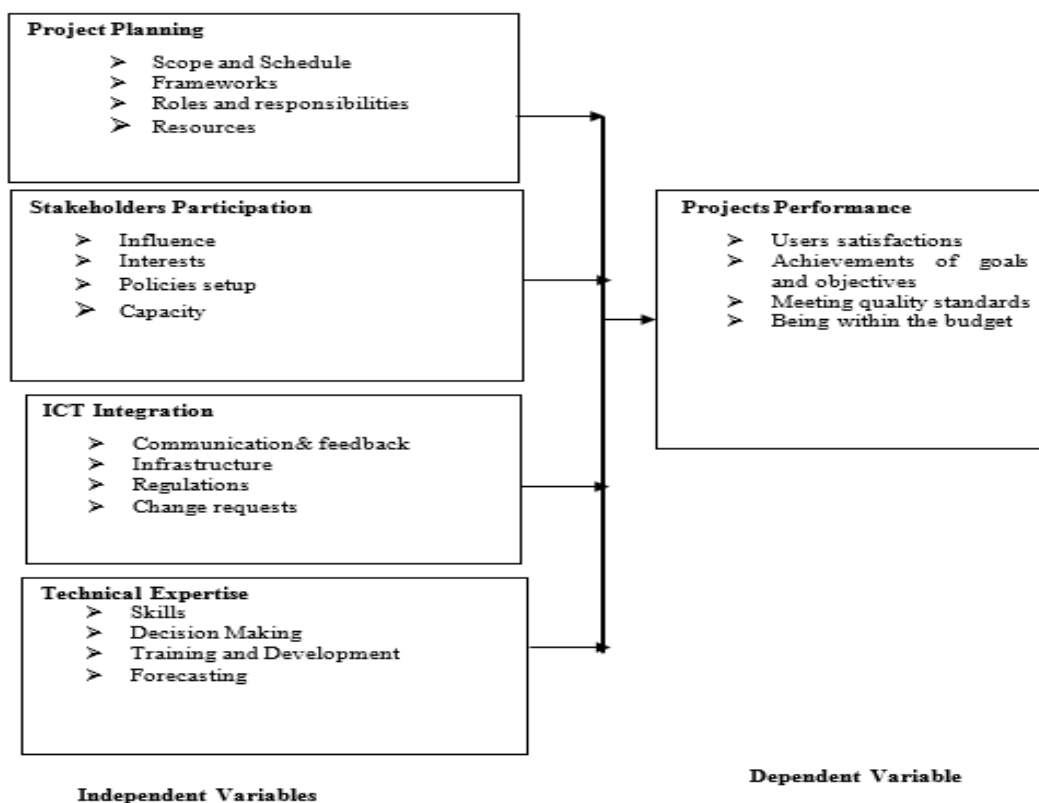


Figure 3.1: Conceptual Framework

4. SUMMARY AND CRITIQUE OF EXISTING LITERATURE

Further studies also suggest that monitoring system models often look at inputs, processes, and outcomes (Chang & Leu, 2006). These arguments are not sufficient since to performance and success, it is not viable to assess only results, but it is necessary to consider the step by step processes that lead to the results. The literature also recognizes how some factor affects performance hence leading to project success. These include studies by; (Väänänen, 2010; McCoy et al., 2005; Muller & Turner, 2005, 2004; Gyorkos, 2003; Dvir et al., 2003; Elonon & Arto, 2003; Ogbonna & Harris, 2000).

Most of these researchers believe that the most important responsibilities of a project manager are project monitoring, setting up the team, setting up systems, planning, monitoring, and control, negotiating contract conditions, training, and communication (McCoy et al., 2005). Karanja (2014) analyze the influence of management practices on the sustainability of projects in Kangema District, Murang'a County, Kenya. The purpose of the study was to assess the influence of management practices on sustainability of the projects. The specific objectives were to establish influence of Leadership on sustainability of projects in Kangema District.

Joseph, Eugene, and Peter (2015) analyzed factors, strategies, policies & stakeholders influence for performances in agribusiness projects in Bugesera District Rwanda. Being accountable simply means being responsible for decisions made, actions taken, and assignments completed (Carol & Richard, 2004). Partnership for planning is a prerequisite for successful M&E systems is the existence of M&E partnerships for both beneficiaries and owners of the projects. Partnerships for M&E systems are for projects because they complement the project's M&E efforts in the M&E process and they act as a source of verification for whether M&E functions align to intended objectives (Siemiatycki, 2006).

In 2005, the Ministry of Planning and National Development commissioned work on the design of an appropriate framework for Monitoring and Evaluation (M and E) in the National Development Programme. This was a collective effort by the government, Private Sector and Civil Societies, Republic of Kenya implementation of M and E (2005). This proposed M & E framework has not been fully operational. Otherwise, there is a strong case that CDF should come up with participatory M and E component in its management. This view is supported by Wanjiru (2008) who indicated in her Social Audit of CDF that monitoring and reporting should be strengthened and deepened in all CDF projects.

Wee (2000) recommends that a successful project team should consist of a project manager who is tasked with the responsibility of planning and scheduling project tasks and the day to day management of project execution and that the team members need to be assigned full time to the implementation. The view, however, cannot be valid for all types of projects such as in the telecommunication industry where a lot of projects involve technologies rather than heavy building and construction. According to Rosario (2010), successful project implementation is essential and an individual or group of people given responsibility to drive success in project implementation.

First, the scope should be established and controlled. It must be clearly defined and limited. This includes the amount of the systems implemented, the involvement of project unit and amount of project' process re-engineering needed. Any proposed changes should be evaluated against projects benefits and, as far as possible, implemented at a later phase (Wee, 2000). Additionally, scope expansion requests need to be assessed regarding the additional time and cost of proposed changes (Sumner, 2011). Ogunlana (2009) studied critical success factors in large-scale construction projects in Thailand. The study emphasized that the success factors vary across various projects. Their findings revealed project planning and control, project personnel and involvement of client as critical factors influencing project success.

Nabris (2002) as quoted by Ndunge (2016) noted that project monitoring aims at providing regular oversight of the implementation of activity regarding input delivery, work schedule, and targeted output. Ndunge (2016) also notes that Taylor (2006) emphasized on the need to have sound project plans which were supported by Melton (2007) as it ensures that key activities are reviewed within the planning stage which defines how a project will be delivered and what will happen when these are not robustly performed.

There have been a number of valuable studies of Project success, majority of which seems to agree that monitoring and evaluation is a major contributor to project success (Prabhakar, 2008; Papke-Shields et' al, 2010; Hwang and Lim, 2013; Ikaet' al, 2012; Chin, 2012; Ika et' al, 2010). Though the studies carried out mainly dealt with critical success factors, monitoring and evaluation being one of them, few of the studies have focused on monitoring and evaluation in isolation and a greater detail. Several other studies reviewed also focused on monitoring and evaluation for example (Peterson and Fischer, 2009; Naidoo, 2011; Mwala, 2012; Marangu, 2012; Ling et' al, 2009) but none have addressed to the specific link between monitoring and evaluation about project success. This is the first gap that this study seeks to address.

Several studies in the literature reviewed brought out three main aspects of monitoring and evaluation in project management. The first of these aspects is strength of M&E team (Naidoo, 2011; Ling et' al, 2009; Magondu, 2013; Hassan, 2013; Georgieva & Allan, 2008; Gwadoya, 2012), the second aspect being M&E approaches (Stem et al., 2005; Alotaibi, 2011; Mladenovic et' al, 2013; Alhyari et' al, 2013; Abdul-Rahman, Wang, & Muhammad, 2011), and the third being project lifecycle stages (Kyriakopoulos, 2011; Chin, 2012; Pinto and Slevin, 1988; Müller and Turner, 2007; Khang and Moe, 2008). The researcher did not come across research which combined all the three aspects identified that is the strength of M&E team, M&E approach and project life cycle stage. This is the second gap that this research addressed.

The study looked into the effect of M&E team, M&E approach and project life cycle stage on project success. The research will also look at M&E within the framework of the project lifecycle. In Africa and developing countries, including Kenya, political influence plays a major role in project management, more so in the public sector (Atieno, 2017; Muriithi & Crawford, 2003; Pinto, 2000). One of the models that are employed by the politicians in controlling projects is the sacred cow model where the politician or a powerful person in the organization dictates on the projects to be implemented (Asaka et'al, 2012). The researcher did not come across studies that have covered the effect of political influence on monitoring and evaluation and how it affects the project success. This is yet another gap that this study sought to address. The review of the literature suggests that there are researches that have been carried out mostly from USA, Malaysia, Iran, India, Nigeria, United Kingdom, and the like. Not much of the studies have been carried out on the monitoring and evaluation about project success from Kenya's perspective. The few that have been carried out have not focused into monitoring and evaluation as a key project success factor (Hassan, 2013; Magondu, 2013; Marangu, 2012; Muriithi & Crawford, 2003). Therefore another knowledge gap that was addressed by this study in an attempt to add to the body of knowledge is to give the research a Kenyan perspective.

5. RESEARCH METHODOLOGY

5.1 Research Design:

A research design provides a framework for the collection and analysis of data (Bryman & Bell, 2011). It contains the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). There are many research designs which can be classified into an exploratory, descriptive, correlational or causal but their distinctions are not absolute (Churchill & Iacobucc, 2005). The research study, therefore, used descriptive research design. Descriptive research is typically guided by research questions and focuses on the frequency with which something occurs or the relationship between variables (Churchill & Iacobucc, 2005). The descriptive research helped to probe specific aspects of study variables by collecting the information of a set of parameters known beforehand that was desirable to collect data about (Churchill & Iacobucc, 2005).

5.2 Target Population:

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics (Mugenda & Mugenda; Kothari, 2008). Mugenda (2008) describes target populations as the total population which the researcher specifies in his or her proposal. Sekaran (2010) describes population as the entire group of people or things of interest that the researcher wishes to investigate. The population of this study comprised of 147 registered NGO's in Kiambu County where the unit of respondents was project managers and M & E officers and donor's representatives within the NGO's.

5.3 Sampling Frame and Technique:

Sampling refers to the selection of a few items that are as representative as possible to produce a miniature cross-section of all items constituting a population in a field of inquiry. A survey so conducted is known as a sample survey (Kothari, 2004). A sample is the segment of the population that is selected for investigation. It is a subset of the population (Bryman & Bell, 2011). Sample size refers to the number of items to be selected from the population to constitute a sample. Sampling design is a definite plan of how a sample should be selected from a given population and what size such a sample should be while the sampling technique refers to the process so conducted to provide a basis of generalizing results about the population (Kothari, 2004).

The sampling technique that was used in the study was simple random sampling. With simple random sampling, each unit of the population has an equal probability of inclusion in the sample (Bryman & Bell, 2011). In addition to the purpose of the study and population size, three criteria were specified to determine the appropriate sample size for a simple random sample design: the level of precision, the level of confidence or risk, and the degree of variability in the attribute being measured (Israel, 2013).

The level of precision, sometimes called sampling error, is the range (often expressed in percentage points, e.g. ± 5) in which true value of the population is estimated to be. The confidence or risk level was based on the idea that when a population is repeatedly sampled, the average value of the attribute obtained from those samples is equal to the true population value. The degree of variability in the attributes being measured refers to the distribution of attributes in the population. The more heterogeneous a population, the larger the sample size required to obtain a given level of precision. The less variable (more homogenous) a population, the smaller the sample size (Israel, 2013). This was because a given sample size provides proportionately more information for a small population than for a large population.

The sample size (n) of the study was adjusted using the Yamane formula (1967). In this formula, sample size can be calculated at 3%, 5%, 7% and 10% precision (e) levels. Confidence level used was 95% with degree of variability (p) equivalent to 50% (0.5).

$$n = \frac{N}{1+Ne^2} \quad n = \text{sample size}$$

N= target population (147)

e = margin error of 10%

In the proposed study, the sample size was calculated at precision level of 10% (e = 0.1). Sample size in this study is

$$n = \frac{147}{1 + (147 \times 0.1^2)}$$

$$n = \frac{147}{2.87} = 51$$

Therefore the sample size is 51 NGO's within Kiambu County.

5.4 Reliability of the Research Instruments:

Reliability is the consistency of a set of measurement items while validity indicates that the instrument is testing what it should. Internal consistency reliability is the most commonly used psychometric measure assessing survey instruments and scales. Cronbach alpha is the basic formula for determining the reliability based on internal consistency. It is recommended that instruments used in research should have a CVI of about 0.7 (Lefort & Urzia, 2008). The recommended value of 0.7 was used as a cut-off of reliabilities. Cronbach's alpha is a general form of the Kuder – Richardson (K-R) 20 formulas used to access internal consistency of an instrument based on split-half reliabilities of data from all possible halves of the instrument. It reduces the time required to compute a reliability coefficient in other methods (Mugenda & Mugenda, 2003). The researcher engaged the supervisor to ensure that the questions are tested to measure what they are supposed to measure.

5.5 Validity of the Research Instruments:

Validity is the degree to which the sample of the test item represents the content that it is designed to measure. It is the strength of our conclusions, inferences or propositions. Paton (2002) defines it as the best available approximation to the truth or falsity of a given inference, proposition or conclusion. The study intends to seek to ensure the validity of research instruments by using simple language free from jargon that made it easy to understand by the respondents. The study also intends to seek opinions of people who can render intelligent judgment about their adequacy. The researcher engaged his supervisor to ensure that questions test what they are supposed to measure.

5.6 Data Analysis and Presentation:

The study generated qualitative and quantitative data due to the nature of the instrument to be adopted which consists of semi-structured questionnaires. The researcher cleaned the data after getting the questionnaires from the field. Data were merged and tabulated on tabulation sheets on SPSS (Statistical Package for Social Sciences) and Microsoft Excel. Data were compared to establish any existing relationships or meaningful facts. Reporting of data was done through descriptive statistics including simple graphs, charts, tables, means, percentages and frequency tables. Multiple regression analysis aided the analysis of the variable relationships as follows: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e_0$

Where; Y= Project performance (dependent variable)

β_0 = Constant (Coefficient of intercept)

X_1 = Project Planning

X_2 = Stakeholders Participation

X_3 = ICT Integration

X_4 = Technical expertise

e_0 =Error term

$\beta_1, \beta_2, \beta_3,$ and β_4 = regression coefficient of the four variables.

6. RESULTS AND DISCUSSION

6.1 Pilot Study Results:

The Cronbach's Alpha was used in the study for internal consistency. The rule of the thumb for Cronbach Alpha is that the closer the alpha is to 1 the greater the reliability (Sekaran, 2010). The findings, in this case, are presented in the table below. Cronbach's alpha is usually computed from the following formula (Alinaitwe *et al.*, 2013); $ha = \frac{NC}{v+(N-1)C}$. Where N = the number of items, v = the average variance and C = the average inter-item covariance. A value greater than 0.7 was accepted. Table 6.1 Summary of Cronbach's Alpha Reliability Coefficient

Reliability statistics	Cronbach's Alpha
Perfect planning	0.873
Stakeholders participation	0.893
ICT Integration	0.823
Technical expertise	0.823

The findings show that all the measures had Cronbach's Alpha values greater than 0.7 which fall within the acceptable limit. This indicated a firm internal consistency among measures of variable items.

6.2 Role of Monitoring and Evaluation on Performance of NGOs:

The study obtained data on study variables this was provided on Likert Scale as follows: strongly disagree=SD, disagree=D, Not Sure=NS, agree=A, strongly agree=SA. The study sought to establish the role of project planning on the performance of NGO projects in Kiambu County results are provided in table 1 below.

Table 1: Project Planning and Performance of NGOs

Project planning	SD	D	NS	A	SA	Mean	Std Dev
Project plans are well applicable in organization activities	40(80%)	5(10%)	1(2%)	3(6%)	1(2%)	1.85	0.27
Project goals and objectives are clear to members	40(80%)	5(10%)	3(6%)	1(2%)	1(2%)	1.80	0.30
Network diagrams and frameworks are used in scheduling organization status	35(70%)	9(18%)	4(8%)	1(2%)	2(4%)	1.80	0.28
The organization involves all its members during project plan	15(30%)	10(20%)	5(10%)	4(8%)	15(30%)	1.83	0.26
The staff's project roles match their experience and qualifications in the organization.	33(66%)	12(24%)	5(10%)	2(4%)	2(4%)	1.76	0.29
The organization uses project management software for monitoring their projects plans.	25(50%)	11(22%)	4(12%)	5(10%)	5(10%)	1.76	0.31
There are enough resources in the organization to support its projects	30(60%)	10(20%)	5(10%)	3(6%)	2(4%)	1.90	0.29

Source: Primary data (2018)

The study sought to determine the role of project planning on Performance of NGOs in Kiambu County, from the finding majority of the respondents noted Project plans are not well applicable in organization activities as shown by a mean of 1.85 and standard deviation of 0.27, Project goals and objectives are not clear to members as demonstrated by mean of 1.80 and a standard variance of 0.30, Network diagrams and frameworks are not used in scheduling organization status as shown by mean of 1.80 and a standard deviation of 0.28, the organization involves all its members during project plan as demonstrated by mean of 1.83 and a standard deviation of 0.26, the staff's project roles does not match their experience and qualifications in the organization as shown by mean of 1.76 and a standard deviation of 0.29, the organization uses project management software for monitoring their projects plans as shown by mean of 1.76 and a standard deviation of 0.31 and finally that findings shows that there lack enough resources in organization to support its projects as shown by a mean of 1.90 and standard deviation of 0.21. The above findings concur with study findings by Faniran *et al.* (2000) who indicated that project success is measured regarding the achievement of project objectives. Furthermore, this concurs with the findings of Naoum, Fong, and Walker, (2004) noted that Project planning is identified as one of the key tools that stakeholders use to ensure that projects are successful. The study sought to establish the role of stakeholder participation in the performance of NGOs in Kiambu County. Results are shown in table 2 below.

Table 2: Stakeholder Participation and Performance of NGOs

Stakeholder participation	SD	D	NS	A	SA	Mean	Std Dev
Stakeholder interests are well assessed in organization projects	1(2%)	3(6%)	10(20%)	15(30%)	21(42%)	1.89	0.26
The stakeholders influences contributes a lot in project performance	1(2%)	3(6%)	16(32%)	0(0%)	30(60%)	1.86	0.28
The organization has baselines for monitoring its stakeholders activities	10(20%)	12(24%)	3(6%)	5(20%)	20(40%)	1.86	0.28
Stakeholders are involved in strategy planning process	2(4%)	3(6%)	35(70%)	10(20%)	0(0%)	1.87	0.29
Stakeholders understand the mission, vision, and objectives of the project	2(4%)	1(2%)	2(4%)	13(26%)	32(64%)	1.74	0.27
Stakeholders participate in making budget plans and resource allocation	5(10%)	4(8%)	6(12%)	15(30%)	20(40%)	1.90	0.29
Stakeholders are involved in monitoring and evaluation of the project activities	6(12%)	4(8%)	10(20%)	5(10%)	25(50%)	1.80	0.28

Source: Primary data (2018)

The study sought to determine the role of stakeholder participation on Performance of NGOs in Kiambu County. From the research findings the study established that majority of the respondents agreed that stakeholder interests are well assessed in organization projects as shown by a mean of 1.89 and a standard deviation of 0.26, and it affects performance of NGOs positively, the stakeholders influence contributes a lot in project performance as shown by a mean of 1.86 and a standard deviation of 0.28 and this affects performance of NGOs positively, the organization has baselines for monitoring its stakeholders activities as shown by a mean of 1.86 and a standard deviation of 0.28 hence positively affects performance of NGOs, Stakeholders are not clearly involved in strategy planning process as shown by a mean of 1.87 and a standard deviation of 0.29 which affects performance negatively, Stakeholders understand the mission, vision, and objectives of the project as shown by a mean of 1.74 and a standard deviation of 0.27 which positively affects NGOs, stakeholders participate in making budget plans and resource allocation as shown by a mean of 1.90 and a standard deviation of 0.29 which positively affect NGOs and finally stakeholders are involved in monitoring and evaluation of the project activities as shown by a mean of 1.80 and a standard deviation of 0.28 which positively affect NGOs.

The above findings concur with the findings by Bourne and Walker, (2005) who noted that stakeholders could be a considerable asset, contributing knowledge, insights, and support in shaping a project brief as well as supporting its execution. Legris and Collette, (2006) indicate that the high failure rate of major projects has been attributed to a lack of attention to stakeholders. It is argued that by establishing a process of genuine participation, development will occur as a direct result (Cooke & Kothari, 2001). The study sought to establish the role of Information Communication Technology Integration on the performance of NGOs in Kiambu County. Results are shown in table 3 below.

Table 3: Information Communication Technology Integration and performance of NGOs

ICT Integration	SA	D	NS	A	SD	Mean	Std Dev
The organization has put in place mechanisms that ensure there is regular monitoring of ICT infrastructures	40(80%)	5(10%)	1(2%)	3(6%)	1(2%)	1.8	0.6
Organization has a clear ICT policy in its M&E functions	40(80%)	5(10%)	2(4%)	1(2%)	2(4%)	2.1	0.83
The organization gives regular progress to all stakeholders through ICT application on different levels of its staffs	35(70%)	9(18%)	4(8%)	1(2%)	1(2%)	1.1	0.33

There is clear communication channels within organization through integration of ICT	15(30%)	10(20%)	5(10%)	4(8%)	16(32%)	1.08	0.36
There is vast ICT infrastructure to run organization activities	1 (2%)	3(6%)	16(32%)	30(60%)	0(0%)	1.08	0.36

Source: Primary Data (2018)

The study sought to determine the role of ICT Integration on Performance of NGOs in Kiambu County, from the research findings the study established that majority of the respondents agreed that the organization has put in place mechanisms that ensure there is regular monitoring of ICT infrastructures as shown by mean of 1.80 and a standard deviation of 0.6, they agreed that Organization has a clear ICT policy in its M&E functions as shown by mean of 2.1 and a standard deviation of 0.83 and further agreed that the organization gives regular progress to all stakeholders through ICT application on different levels of its staffs as shown by a mean of 1.80 and a standard deviation of 1.1 and 0.33, respondents disagreed that there are clear communication channels within organization through integration of ICT as shown by a mean of 1.08 and a standard deviation of 0.36 and finally respondents disagreed that there is vast ICT infrastructure to run organization activities as shown by a mean of 1.08 and a standard deviation of 0.36, the finding above concurs with a study by Selda and Emmett, (2010) who noted that ICT helps in determination of supply chain performance by facilitating application of effective communication channel, by ensuring ICT is applied in all organization functions, by ensuring teamwork coordination and by supporting supplier relationship management. Tatham & Houghton (2011) notes that in many organizations worldwide, ICT is the key factor that facilitates execution of logistics functions through application of ICT based systems such as Electronic Data Interchange, goods in transits tracking systems and other computer-based supply chain management systems. The study sought to establish the role of technical expertise in the performance of NGOs in Kiambu County. Results are shown in table 4 below.

Table 4: Technical Expertise and Performance of NGOs

Technical Expertise	SD	D	NS	A	SA	Mean	Std Dev
Expertise judgment contributes a lot on project planning processes	2(4%)	5 (10%)	0(0%)	3 (6%)	40(80%)	1.73	0.26
Organization has experienced personnel for its technical decisions on project performance	2(4%)	3 (6%)	4 (8%)	0(0%)	40(80%)	1.72	0.25
Organization expertise coordinates skills, knowledge and talents of project team members to improve Performance	1 20%)	8 (16%)	4 (8%)	3 (6%)	35(70%)	1.75	0.23
Organizations expertise contributes a lot on M&E project performance forecasting	14(28%)	10(20%)	5 (10%)	4 (8%)	16(32%)	1.78	0.27
Project M & E training and development is encouraged in organization to improve its expertise	2(4%)	10(20%)	5(10%)	4(8%)	33(66%)	1.71	0.28

Source: Primary data (2018)

The study sought to determine the role of technical expertise on performance of NGOs in Kiambu County, from the research findings the study established that majority of the respondents agreed that; expertise judgment contributes a lot on project planning processes as shown by mean of 1.73 and a standard deviation of 0.26, respondents agreed that the organization expertise coordinates skills, knowledge, and talents of project team members to improve Performance as shown by mean of 1.72 and a standard deviation of 0.25, They agreed that the organization had experienced personnel for its technical decisions on project performance as shown by a mean of 1.72 and a standard deviation of 0.25, Organizations expertise contributes a lot on M&E project performance forecasting as shown by a mean of 1.78 and a standard deviation of 0.27 and finally respondents agreed Project M & E training and development is encouraged in organization to improve its expertise as shown by a mean of 1.75 and a standard deviation of 0.26, the finding above concurs with the study findings by Faraj and Sproull, (2000) who notes that expertise coordination, in particular, is a critical factor in successful projects. Furthermore, Mitchell, (2006) asserts that expertise coordination is generally believed to serve as an important factor for creative and successful system development. The study sought to establish the performance of NGOs in Kiambu County. Results are shown in table 5 below.

Table 5: Performance of Non-Governmental Organization Projects

Performance of NGOs	SD	D	N	A	SA	Mean	Std Dev
The project meet its intended goals and objectives	4(8%)	6(12%)	5(10%)	15(30%)	20(40%)	1.71	0.28
There is proper utilization of project resources on its performance	5(10%)	5(10%)	10(20%)	14(28%)	16(32%)	1.87	0.29
Projects are implemented and completed within expected timeframe and budget	10(20%)	12(24%)	3(6%)	10(20%)	20(40%)	1.86	0.31
Concluded projects normally meet the required scope and quality standards	5(10%)	5(10%)	10(20%)	14(28%)	16(32%)	1.83	0.30
The organization gives regular project progress reports on its projects performance	10(20%)	12(24%)	3(6%)	10(20%)	20(40%)	1.91	0.25

Source: Primary data (2018)

The study sought to determine the performance of NGOs in Kiambu County, from the research findings the study established that majority of the respondents agreed that; the project meets its intended goals and objectives as shown by mean of 1.71 and a standard deviation of 0.28, they agreed that there is proper utilization of project resources on its performance as shown by a mean of 1.87 and a standard deviation of 0.29, Projects are implemented and completed within expected timeframe and budget as shown by a mean of 1.86 and a standard deviation of 0.31, they concluded that projects normally meet the required scope and quality standards as shown by a mean of 1.83 and a standard deviation of 0.30 and finally respondents agreed that the organization gives regular project progress reports on its projects performance as shown by a mean of 1.91 and a standard deviation of 0.35, the finding above concurs with the study findings by Crawford and Bryce (2003) who noted that monitoring and evaluation facilitates transparency and accountability of the resources to the stakeholders including donors, project beneficiaries and the wider community in which the project is implemented. Gyorkos, 2003 indicates the purpose of monitoring is to ensure that performance is moving according to plans and if not the project manager takes corrective action, it is the control function of project management.

7. CONCLUSION

When project plans are not applicable to organization activities results in poor performance. It is further clear that when project goals and objectives are not clear to members, they result in negative output. Therefore project planning is the key principles that guide on project success. An organization with stakeholder's interests at hand performs greatly. The mission, vision, and objectives of an organization once clear lead to direct growth in an organization. It is risky when stakeholders are not clearly involved in strategy planning process, budget plans and resource allocation.

Information Communication Technology integration needs regular monitoring of ICT infrastructures. This can be managed with a clear ICT policy in its M & E functions. Regular progress to all stakeholders through ICT application on different levels of its staffs is a practice to effect.

It is concluded that technical expertise boosts performance in NGOs. This starts with expertise judgment, coordination of skills, knowledge, and talents of project team members to improve, personnel growth, performance forecasting, M & E training, and development. Based on the top-ranked roles of M & E systems which are a prerequisite for NGOs performance, it is recommended that. For projects to be successful, project performance strategies ought to be sought illuminated with factors like appropriate staffing, planning, effective communication, stakeholder involvement, adequate, project resources, periodic monitoring, control and evaluation among others. As a result, the project will be cushioned against failure among other recommendations.

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