



EFFECT OF MONITORING AND EVALUATION PRACTICES ON ORGANIZATIONAL PERFORMANCE IN KENYA: A CASE STUDY OF TRANSMARA SUGAR COMPANY

Machuka Mosoba Marion 

Department Of Entrepreneurship, Leadership and Procurement Management,
Jomo Kenyatta University of Agriculture and Technology, Kenya
mmarione29@gmail.com

Wallace Atambo

Department Of Entrepreneurship, Leadership and Procurement Management,
Jomo Kenyatta University of Agriculture and Technology, Kenya
watambo@jkuat.ac.ke

Abstract

The purpose of the study was to establish factors influencing adoption of monitoring practices on organizational performance in Kenya: the case of Transmara Sugar Company. The following were the specific objectives of the study: to establish how monitoring and evaluation practices affect organizational performance in Transmara Sugar Company, to assess how monitoring and evaluation programs affect organizational performance in Transmara Sugar Company and to determine how monitoring and evaluation planning affect organizational performance. This study adopted a case study research design. The target population was 120 persons. The study found out that project programs helped in providing improvements and provided efficient work flow hence building expertise and knowledge. The monitoring and evaluation practices provided methods that led to efficient and effective achievement of organization goals on desired objectives. Monitoring and evaluation practices provided more dynamic approaches leading to completion of desired projects. The study has the following recommendations with regards to the effect of monitoring and evaluation on organizational performance;-Organizations should prioritize on monitoring and evaluation planning. Consider on focusing on adopting proactive

measures to curb the uncertainties that may jeopardize the objectives and goals of monitoring and evaluation. Every function in the organization should be included in the process of project monitoring and evaluation implementation. The monitoring and evaluation programs seemed to have played a big role in organization project and implementation but there is need for the organization employees to improve on their skills and knowledge to be able to respond adequately to changing trends in the environment.

Keywords: Monitoring and evaluation programs, organizational performance, monitoring practices, Kenya

INTRODUCTION

At present however, many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems in planning or implementation of projects (Shapiro, 2001; Alcock, 2009; Armstrong & Baron, 2013). Donors are certainly entitled to know whether their money is properly spent but the primary use of M&E should be for the organisation or project itself to see how it is performing and to learn how to do it better. Naidoo (2011) notes that effective project monitoring and evaluation enhances the basis for evidence-based project management decisions. M&E itself as a management function, consists four key activities: M&E Planning, M&E Training, Baseline surveys and Information systems (Ogula, 2002). Other scholars (Maddock, 2009; Roza, 2013) also hold this view. The conceptualization of project Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects (Nyonje, Ndunge, & Mulwa, 2012). In the 1950s, M&E practice was dominated by a strong emphasis on prudent utilization of resources, reflecting the social scientific trend of the era (Rodgers & Williams, 2006). The focus of M&E then, sought to concentrate on lived experiences, and give voice to as many stakeholders in a consensus-shaping evaluation process (Schwandt & Burgon, 2006).

With the advent of globalization, organizations all over the world are grappling with internal and external demands and pressures for continuous improvements in project management to enhance performance and stay competitive (Kusek & Rist, 2004). These demands come from a variety of sources including donors, governments, private sector, civil society and the media. Whether it calls for greater accountability and transparency in exchange for foreign aid or real results, organizations must be increasingly responsive to stakeholders' demand to demonstrate tangible results (Khan, 2001). As a consequence of

this, many organisations are becoming increasingly wary of factors that determine project performance and the need to manage projects meticulously. According to Kusek and Rist (2004), one of the most powerful programs that influence the performance of a project, program, or policy is Monitoring and Evaluation (M&E). This is echoed by Shapiro (2004) that monitoring and evaluation enable one to assess the quality and impact of a project, against project plans and work plan. Wysocki and McGary, (2003) crowns it all by saying “ If you don't care about how well you are doing or about what impact you are having, why bother implement a project at all? You can only tell how well you are doing by monitoring performance (Wysocki & McGary, 2003)

This study deliberately uses the term M&E, as opposed to just monitoring and evaluation. This statement is about the unity between these elements, which whilst distinct at one level, are in fact necessary for a holistic understanding. The Organisation for Economic Cooperation and Development (OECD) definition of M&E are useful to consider, given their widespread use. Monitoring is seen as a continuous function that uses systematic collection of data on specified indicators to provide management and main stakeholders of an on-going project with indications of the extent of progress and achievement of objectives (OECD, 2002). Evaluation on the other hand is the systematic and objective assessment of an on-going or completed project, programme or policy (OECD, 2002). The aim of M&E is to determine fulfillment of objectives, determine efficiency, effectiveness and impact of a project. It should involve incorporation of lessons learned into decision-making process. It also relates to the worth or significance of an activity, policy or programme (Armstrong & Baron, 2013).

Monitoring is descriptive in nature and gives information on where a project is at any given time relative to respective targets and outcomes (Nyonje, Ndunge, & Mulwa, 2012). Evaluation on the other hand, is the systematic and objective assessment of a project and gives evidence of why targets and outcomes are or are not being achieved. It seeks to address issues of causality (Ogula, 2002). Applied as a function, monitoring and evaluation is an integral part of project management involving a system of reflection and communication supporting project implementation (Nuguti, 2009) Monitoring, whilst seen as an on-going management function, and evaluation as the post-event function, which feeds information back to management for the next event, is too simplistic a distinction. In monitoring one is evaluating, as one is making a judgment about progress and intervening based on this judgment (UNDP, 2010). Similarly, when one does an evaluation, one does so on the basis of monitoring data, and judgments' can best be made with these insights. In practice, the sequencing is not as linear as one following the other, but more dynamic depending on the situation (Khan, 2001).

Statement of the Problem

According to Mounton (2006), it is noted that most of the organizations in Kenya consider monitoring and evaluation not only as an efficiency enhancement item but as well as an important consideration when it comes to sponsor funding which not the case is. Quite a number of companies are trying to cope up with the aspects in monitoring and evaluation with an aim of getting donors and not as a measurement object that can enhance project implementation or follow up project performance. Kusek and Rist, (2014), highlighted that many firms do not have sound decisions when it comes to implementation of monitoring and evaluation despite the tremendous benefits accrued from past studies which have not been done in yester studies.

Transmara Sugar Company is a non-governmental organization based in Transmara - Kenya, has been selected as a case study because it is among organizations practicing monitoring and evaluation in implementation of its projects aimed at expanding service delivery to sugar farmers and other suppliers (Hammer & Komenan, 2004). It has institutionalized monitoring and evaluation of its projects by having a Monitoring and Evaluation Unit and a Monitoring and Evaluation Strategy. In view of the forgoing and considering that M&E is a key component of project management that gives control over the main parameters that define a project; scope, quality, resources, completion time and cost (Kohli & Chitkara, 2008), this study, in light of the success stories at Transmara Sugar Company and seeks to demonstrate the influence of M&E on project performance. It is hoped that evidence generated in this study can stimulate organizations to practice M&E for right reasons and still for others to start practicing and consequently enhance organizational performance. From the yester studies conducted revealed that there is inadequate information on the key activities are supposed to be executed to enhance project performance. The M&E activities include M&E planning and base line reporting. Monitoring and evaluations is taken to have low significance to most organizations because of the low support provided from the top management, lack of M&E experts in this particular organizations, limited funds in the M&E departs, lack of M&E departments in some organizations among other reasons. It is through this information that the researcher sought to establish the effect of monitoring and evaluation on organizational performance. Thus, this study sought to determine the effect of monitoring and evaluation practices on organizational performance with reference to Transmara Sugar Company – Kenya.

General Objective of the Study

The general objective of the study was to establish effects of monitoring and evaluation practices on organizational performance: case of Transmara Sugar Company.

Specific Objectives of the Study

The following were the specific objectives of the study:

- i. To determine the effect of monitoring and evaluation planning on organizational performance of Transmara Sugar Company.
- ii. To find out the effect of monitoring and evaluation programs on organizational performance of Transmara Sugar Company.
- iii. To establish the effect of monitoring practices on organizational performance of Transmara Sugar Company.

LITERATURE REVIEW

Theoretical Review

Complexity Theory

One of the main advocates of many-sided quality hypothesis is Stuart Kauffman in the 1950's. An intricate framework is characterized by Thompson (1967) as one in which numerous autonomous specialists collaborate with other in different (now and again unbounded) ways. Simon (1969) depicts an unpredictable framework as one of the huge number of parts which can communicate in a non-basic manner. Arthur, Durlauf and Lane (1997) express that fundamental start of intricacy hypothesis is that there is a shrouded request to the conduct (and development) of complex frameworks, regardless of whether that framework is a national economy, a biological community, an association, or a creation line.

Later analysts construct their definitions in light of this one and promoted by including ideas, for example, non-linearity (Richardson & Cilliers, 2001). It is obvious that the administration of ventures happens in a mind-boggling condition. The use of unpredictability hypothesis can empower the efficient thought of the conditions that offer ascent to such multifaceted nature (Baccarin, 1996). As indicated by Lucas (2000), multifaceted nature can be connected more with the bury association structures that connection different protests and not simply the items. He likewise contends that other ventures, specifically, can include a critical number of gatherings and heap interconnections creating multi aceted nature with defined qualities (Lucas, 2000).

Understanding the multifaceted nature hypothesis from a socio-authoritative point of view and how these influences the execution can add to the plan of more proficient venture conveyance frameworks. Specifically, it should empower extend directors to react with the fundamental activities and enhance the setting up of tasks, the administration style received and the basic leadership process. The attributes specifically applicable have been mapped onto extend conditions (Antoniadis, Edum-Fotwe & Thorpe, 2006). From an administration viewpoint,

unpredictability hypothesis gives a fairly extraordinary view, and it is grabbing steam in the field of administration science particularly that of venture administration.

Casing (2002) states that Project Management has worked in an administration situation of confusion and multifaceted nature for decades. Janice and Mengel (2008) then again concur that the part of many-sided quality, tumult, and instability inside our tasks and venture condition is picking up acknowledgment both in research and practice. The greater part of the examinations have been completed on the specialized agree with little consideration paid to the socio-authoritative parts of complex interconnections and their belongings while choosing an administration style or colleagues and organizing the venture group (Williams, 1999).

The connection amongst execution and unpredictability affirms the non-linearity of venture administration, particularly with respect to socio-authoritative issues, and can be extrapolated to issues of frameworks checking. If the characteristics of complexity are known, it is feasible to establish a means to manage its effects and to this end, a framework was developed and validated by project management practitioners. This will measure the level of monitoring planning implementation of the respective process against each complexity characteristic measurement indicators and by providing a set of actions enables Project Managers and Team Leaders to manage the effects of complex interconnections through project management processes (Perrow, 1967).

Theory of Change

The theory popularized by Carol Weiss in 1995, conjectures that a key motivation behind why complex projects are so hard to assess is that the presumptions that rouse them are ineffectively enunciated. Hypothesis of Change clarifies the procedure of progress by sketching out causal linkages in an activity, i.e., its shorter-term, middle of the road, and longer-term results. The distinguished changes are mapped as the "outcomes pathway" demonstrating every result in intelligent relationship to all the others, and additionally sequential stream.

Monitoring is concerned with assessing how change occurs within the components of the project and the surrounding environment, which was considered as a result of the interventions from the project. A theory of change is a model that explains how an intervention is expected to lead to intended or observed impacts and utility. Often referred to as the program theory, results chain, program logic model or attribution logic (TOC origins 2015), the theory of change illustrates the series of assumptions and links identifying the presumed relationships and has great relevance to planning and coordination as well as research and surveillance.

Using the theory of change the M&E practices can be regarded as inputs whose outcome will be visible in more effective M&E system. The theory of change can indicate which

aspects of implementation need to be checked for quality, to help distinguish between implementation failure and theory failure. It also provides a basis for identifying where along the impact pathway (or causal chain) an intervention may stop working. This type of information is essential to draw a causal link between any documented outcomes or impacts and the intervention. It is also essential to explain and interpret the meaning and implications of impact evaluation findings.

Further, if a participatory approach is taken, the development of the theory of change can help all participants think in outcome terms facilitating surveillance. The process can help develop ownership and a common understanding of the program's planning and coordination and what is needed for it to be effective (Ika, 2009). Theory of Change is integrated into the cycle project planning, monitoring, and monitoring or applied at different points. These include the pre-planning stages of scoping and strategic analysis, design and planning, and throughout implementation.

It can be used to support different project cycle activities, such as implementation decision-making and adaptation; to clarify the drivers, internal and external, around an existing initiative; monitor progress and assess the impact projects. A theory of social change is one small contribution to a larger body of theorizing, it can be regarded as an observational map to help practitioners, whether field practitioners or donor or even beneficiaries to read and thus navigate processes of social change. There is need to recognize how change processes shape the situation and adjust practice appropriately (Reeler, 2007).

It is important that due diligence in a project set up is adhered to regarding carrying out of M&E practices, whether in planning and coordination , capacity building, data demand and use or even in research and surveillance and that this should be done ethically with a view of mitigating likely adversity that may accrue if is omitted. Further M&E reports should meet the requisite ethical standards to be accommodated. The theory of social change and it advocated for combining theory and action to create social change through the requisite capacity building initiatives as well as engagement in appropriate planning and coordination. It aims at addressing the issue of how development projects did not lead to sustainable changes and this is particularly relevant to the agriculture sector because of failure to meet targets a likely pointer to capacity inadequacy, poor planning and accountability and low incomes derived from the production units (Campbell, 2014).

As to why economic growth should lead to rich nations getting richer is an issue that requires to be addressed and raises ethical questions since implementation of projects is supposed to be an empowering process and M&E application should be able to identify loopholes in existence. Involvement of communities in community projects is not an arbitrary occurrence but is anchored on anticipated gains for the target communities. In Kenya currently

there has been a propensity to involve target groups in project work right from initiation, formulation, implementation, M&E up to project closure. This approach is in stark contrast to what was hitherto practiced before 1980s when the government was solely responsible for initiating and implementing development to the people unlike the position taken by leading social change theorists such as Paulo (1973) who advocated that it was necessary to empower people to participate in their own development.

Further Freire's "pedagogy of the oppressed" provided a basis for discussion on empowerment. Zimmerman *et al* (1993) also highlighted the need for interventions to facilitate empowerment such interventions would entail capacity development, involvement in planning and coordination as well as an active role in matters surveillance. The focus of empowerment Zimmerman *et al* (1993) observed is an understanding and a strengthening process through which individuals take charge of their lives. His empowerment should facilitate the individual's involvement in M&E during the lifetime of the project. The nature of interaction involving M&E officials and farmers should be cordial and empowering, likewise the relationship between junior and senior officials in the ministry of agriculture should have positive results and all this be carried out cognizant of ethics in M&E. The social change theory as opposed to advocating for bottom up approach should have advocated for a mixed mode since a bottom up approach might lead to conflict and inadequate appreciation of complex issues particularly by those at the grassroots. Passia (2001) contended that M&E system should be seen as something that helps a project or organizations know when plans are not working and when circumstances have changed giving management the requisite information it needs to make decisions about the project, organization or about changes that are necessary to strategy or planning.

Chaplowe (2008) stated that M&E system provides effective operations, meet internal and external reporting requirements of uniform future programming and further noted there is not a single recognized industry standard for, assessing the quality of M&E system. A big number in the field of international development, argue that Freire's conceptualization of use of communities through mobilization as a strategy for radical social change has been used by neo-liberal development agencies as a means for extending their control in setting of targets (Cooke & Kothari, 2001).

Critics suggest Freire's ideas have been used to rattle the agendas of powerful international development agencies rather than communities (Campbell, 2014). As the theory of change process enhances the understanding of stakes and stakeholders, this will assist in thinking through the utilization of the M&E data and lessons and increase the consequence awareness. Monitoring involves tracking progress against plans, milestones and expected results while theory of change takes a broader perspective looking at the problem the project is

addressing, its wider context and changes in the relationships between the process indicators and outcomes that are unintended to prove if they are valid, revisiting the assumptions that have been made at the beginning during project implementation is importance.

Theory of change is helpful to not only measure outcomes but also to understand the role of your project and other factors in contributing to outcomes. The main objective of this theory is checking if project monitoring techniques is contributing to the intended change in line with the underlying theory of change and if the theory of change needs to be revised in order to align by organizational techniques to achieve its performance (Hinchcliffe *et al.*, 1996).

Utilitarian Theory

The greater good in line with the utilitarian theory should suffice. In the Anglo Saxon world, the philosophies of utilitarianism has been one of the most commonly accepted theories It' genesis is line to the names of the British philosophers and economists Jeremy (1748-1832) and John (1806-1873) and has been influential in modern economics in general it's basic principle can as follows an action is right if it results in greater amount of good for the greatest number of people affected by its action although this raises ethical issues. According to Crane & Matten (2007).

Utilitarianism puts at the center of its decision a variable which is very commonly used in economics as a parameter which measures the value of actions: utility. In analysing two possible actions in a single business decision, a certain utility can be assigned to each consequence and each person involved, and the action with the highest aggregate utility can be determined to be correct though not always ethical. In M&E an analysis of costs and benefits is important since it enhances us to understand the viability of a project and enhances surveillance and this is also very relevant when it comes to data demand and use particularly making sure data collection is relevant sound and cost effective Wholey *et al* (2010).

The terms of reference should be clear so that boundaries and decisions are less open to misinterpretation and challenges associated with ethical decision making and in value of actions is duly considered. Contractual agreement should be detailed with clearly defined procedures for benefits to be fully realized; this can be helpful if disagreements arise (Kusek and Rist, 2004). Further Monitoring programs should meet the requisite standards to be accommodated for use through better practices embraced and making it to be factual.

Empirical Literature

Monitoring and Evaluation Planning

Monitoring planning is recognized as one of the key apparatuses that partners use to guarantee that undertakings are effective (Naoum, Fong and Walker, 2004; Ling and Chan, 2002; Thomas,

Macken, Chung and Kim, 2002; Naoum 1991). In particular investigations Faniran, Love and Smith (2000) depicted monitoring planning as the precise course of action of venture assets in the most ideal route in order to accomplish extend targets. As indicated by Faniran et al. (2000), extend achievement is measured as far as the accomplishment of venture goals.

Naoum *et al.* (2004) express that observing arranging is the way toward deciding proper procedures for the accomplishment of predefined extend goals and it grouped into preconstruction and development arranging. Preconstruction arranging is likewise alluded to as pre-contract arranging which is the arranging done amid the origination, outline and offering phases of a venture. Development anticipating the other hand alludes to contract arranging which depicts the arranging done amid the development of a venture (Faniran et al., 1998). All around, key or strategic planning has been identified with association changes in the earth (Pearce & Robison, 2012).

For any association, system helps in incorporating the long haul designs and guaranteeing that there is agreement between the vision, mission, targets, centre esteems, exercises and its condition. As indicated by Thompson and Strickland (2012), methodology plan and usage are centre administration capacities. The created procedure might be great yet in the event that its usage is poor, the planned key destinations may not be accomplished. To guarantee survival and achievement, an association does not just need to figure methodologies that try to always keep up a match between the association and its condition yet in addition must guarantee proper execution of methodology at all levels.

Muchung'u (2012) lamented that some projects take as many as 3 years before they are completed; a scenario that is usually accompanied by huge cost overruns. Project execution are interested in a wide range of outer impact, sudden occasions, consistently developing prerequisites, changing limitations and fluctuating asset streams. This obviously demonstrates if ventures are connected and steps are not taken keeping in mind the end goal to oversee them adequately and effectively, the possibility of disappointment is high. The foregoing has resulted in evitable cost overruns, time overrun, idling resources, and also inconveniences to the targeted beneficiaries of such projects (Kikwasi, 2012). This is so due to the fact that, incomplete and/or unsuccessfully completed construction projects effect service delivery.

Projects which have stalled or are unsuccessfully completed will negatively affect beneficiaries. Strategic planning exercises improve worker performance and the capacity of agencies to accomplish their central goal. Incorporating the utilization of faculty hones into the key arranging process empowers an association to better accomplish its objectives and goals. Execution picks up from the dissemination of mechanical advancements are likewise joined into both open and private segment associations (Kochhar, 2011). Antikainen (2014) declares that

execution is a key factor determining the association limit with respect to advance in the opposition field.

Accessible investigates basically managed in sustenance security mediation models (Lemba, 2009, Nzuma et al, 2010). This was in light of the benefactors rules which request a participatory monitoring and evaluation to convey wanted outcomes to recipients ACF, (2011) and interest for responsibility (IIRR, 2012). Monitoring Plan ought to be straightforwardly engaged with recognizing their own particular need, characterizing the program destinations, executing the exercises and monitoring and evaluating the program. This investment was basic to guarantee that the projects were best adjusted and addressed both the issues and desires of the populace (ACF, 2011).

Monitoring and Evaluation Programs

The fruitful utilization of M&E programs to give the proof expected to seriously educate choices made all through the program cycle relies upon a wide range of factors. One essential stride is, the place conceivable, not to approach M&E as an impromptu action however from the beginning of program configuration to outfit a program with the systems that will consider astounding M&E all through the program cycle (Bamberger, 2009). This has not generally been conceivable, given the setting of the Results Agenda being embraced by associations around the globe with long-existing arrangements and projects. Pushing ahead, notwithstanding, associations actualizing a Results Agenda should see early appropriation of M&E as a need.

Monitoring is a nonstop administration process that points fundamentally to give administration and principle partners with general criticism and early signs of advance and scarcity in that department in the accomplishment of planned outcomes. Checking tracks the genuine execution or circumstance against what was arranged or anticipated that agreeing would pre-decided gauges. Checking by and large includes gathering and breaking down information on program procedures and comes about and suggesting restorative measures (UNFPA, 2001). Projects require distinctive monitoring programs relying upon the working setting, executing office limit and prerequisites. It is, in this way, imperative while planning monitoring plan to distinguish techniques, systems, and instruments to be utilized to address the venture's issues (Chaplowe, 2008). There are many instruments and procedures used to help extend supervisors in planning and controlling project exercises which include: project choice and hazard administration programs and systems; project initiation programs and strategies; project administration planning apparatuses and methods; project administration implementing programs and strategies; and project administration monitoring and controlling devices and strategies.

The monitoring framework should also include details on budgeting and allocation of technical expertise, as well as inform government and project management on its implementation (Guijt et al., 2002). While the logical framework identified internationally, is a matrix that makes use of monitoring indicators at each stage of the project. The logical framework hence shows the conceptual foundation on which the project monitoring system is built (Chaplowe, 2008). It also works well with other monitoring programs (Jaszczolt et al., 2010).

Monitoring use different programs which are either corresponding or substitute to each other while others are either limited (World Bank, 2012). An evaluator, however, may choose to use a combination of methods and sources of information in order to cross-validate data (Nabris, 2002). The monitoring devices incorporate performance markers, sensible system approach, and hypothesis based checking, set overviews, quick examination techniques, and participatory strategies, open use following reviews, affect observing, cost-benefit and cost-viability investigation. The choice of these instruments, in any case, rely upon the data required, partners and the cost included (World Bank, 2008).

There are additionally two first strategies for information accumulation which are general and less formal techniques (Nabris, 2002). Consistent techniques albeit expensive, they have a high level of dependability and legitimacy and incorporate overviews, participatory perceptions, and direct estimations among others. Less standard techniques which are also rich in data are subjective and instinctive, consequently less exact in conclusion. They incorporate, among others, field visits, and unstructured meetings. To increase the effectiveness of a monitoring system, the monitoring plan and design need to be prepared as a constituent part of the project (Nabris, 2002).

Monitoring Practices

Monitoring practices refer to a combination of various activities including planning and coordination, capacity building, surveillance, data demand that may viably contribute to project decision making and learning Scheirer (2012), in turn this has a bearing on project sustainability. When undertaken professionally and ethically M&E activities can enhance realization of sustainability of projects. With the exception of India most of the evaluations in South Asia are donor-driven. Nepal presented a venture on Strengthening the Monitoring and Evaluation System with the help of Japan to give preparing in M&E and enhance reference booklets, observing detailing records and sharing information and abilities.

In Africa the main challenge of M and E is that the promotion of transparency and indeed surveillance goes to the heart of challenging political hegemonies. Freedom to present findings in a public domain may not exist or gets censored Naidoo (2011) and this tends to weaken

surveillance; a key ingredient of M&E. The M&E component of Benin depends on the national insights framework for estimation and information and encounters difficulties, for example, absence of ability to refresh information, poor access to information to be gathered and handled and in addition data gathering requirements. There is low level of polished skill in the M&E framework and however the workers have significant essential preparing, they are few and their insight is not routinely refreshed.

In Ghana challenges identified with M&E incorporate institutional, operational and specialized limit imperatives; and divided and awkward data, especially at the segment level. There is requirement for sufficient ability to help and maintain powerful M&E and fortifying of existing M&E instruments its harmonization and viable coordination (Clear, 2012). M & E in Burundi is established in the Vision 2025 and great practices are developing in the landscape of restricted checking and in the cooperative energies that are being set up between various institutional structures in the legislature.

Difficulties incorporate orchestrating information from all the M&E frameworks and diverse segments before forward transmission to the OPM and making it accessible for use and insufficient limit that is scattered all through different areas. Low interest for M&E items to educate basic leadership is additionally a test and a developing society of directors looking for M&E information to enhance performance. The impetus structure to drive M&E hones out in the open administration frameworks is likewise still feeble. Constrained utilize is credited to poor data spread and the failure of the foundation to manufacture limit with regards to the opportune era and dispersion of data. M&E is portrayed by frail coordination inside and between national government offices in most creating nations and lack of human limit (Adrien and Dennis.2008).

Organizational Performance

It is considered as a source of worry to both open and private segment customers. Execution of undertakings depends for the most part on execution of execution (Munns & Bjeirmi, 2010). Project performance remains a noticeable issue in extend conveyance everywhere throughout the world. Most well-known determinants of undertakings exhibitions acknowledged by inquire about group are-extend mission, top administration bolster, extend plan/design, customer counsel, faculty, and innovation to help the venture, customer acknowledgment, observing and criticism, channels of correspondence, investigating skill. Venture execution alludes to the criteria, both subjective and quantitative, against which a venture is judged to be fruitful (Turner, 2007). There have been different endeavours over the historical backdrop of venture administration to characterize reasonable criteria against which to characterize and measure extend execution. The most perceived of these measures is the "iron triangle" of time, cost and

quality (Atkinson, 1999; Cooke-Davies, 2002; de Wit, 1988, Ika, 2009; Jugdev, Thomas, & Delisle, 2001). Nonetheless, as various pundits have called attention to, the "iron triangle" measurements are intrinsically constrained in scope (Atkinson, 1999; Ika, 2009; Wateridge, 1998).

A venture that fulfils these criteria may at present be viewed as a disappointment; on the other hand a venture that does not fulfil them might be viewed as all around performed (Baccarini, 1999). The "iron triangle" just concentrates on the venture administration process and does not fuse the perspectives and targets of all partners (Atkinson, 1999; Baccarini, 1999; Bannerman, 2008; de Wit, 1988; Jugdev & Muller, 2005; Wateridge, 1998).

Regardless of the possibility that the attention is on the way in which the venture was directed, meeting cost, time and quality determinations is by all account not the only standard; different measures like venture administration proficiency and viability in group working are additionally imperative (Baccarini, 1999; Shenhar & Dvir, 2007; Toor & Ogunlana, 2010). Scholars have continuously enlarged the degree and voting demographic of what is implied by extend execution, perceiving that venture execution is more than extend administration achievement and that it should be measured against general goals of the venture along these lines mirroring a refinement between the accomplishment of a venture's procedure and that of its item (Baccarini, 1999; Markus and Mao, 2004; Wateridge, 1998).

Performance of the venture is considered as a source of worry to both public and private sector customers. The disappointment of any project is primarily identified with the issues and disappointment of the administration. Viable administration of undertakings is probably going to be effectively overseeing communications to meet customer, client and other partner necessities (The Project Management Institute, 2008). High quality relationship between project managers and project clients are generally no coincidence and the same interaction between those people and the others they deal with usually exists. The relationship between these project managers and project clients within a project can be the main attributable factor to success or failure (Makins, 2011).

However, this is a difficult request and many ventures would not meet these necessities (Choudhury, 2002). Venture usage fluctuates among different choices. In all the execution alternatives, different components will play out to decide whether the venture will be actualized effectively. It is however settled that financial specialists have an enthusiasm for extend being finished timely and as per the financial plan and that it will meet quality desires. Knowing how oversee connections among different partners is a key ability in seeing how to accomplish the best outcomes for the project or business case for the project manager and project customer

regard. Accordingly, it will be basic to think about how the relationship administration influences project performance.

RESEARCH METHODOLOGY

Research Design

The research design is a set of composition elements categorised in varied itemization providing an illustration on how a given study is to be undertaken (Mugenda & Mugenda, 2003). The study sought to adopt a case study research design for the observations and research conduction as it is essential and relevant to the study subject. The design considered all objectives enlisted in the study for the observation.

Target Population

The study target population was 120 persons constituting of employees and stakeholders, mainly from Transmara Sugar Company. The target population is the summed composition of the observable leads into determining the subject effect onto the area of focus (Kothari, 2003).

Table 1: Target Population Distribution

Section	Target Population
Project implementers	10
M & E officers	5
Employees	105
Total	120

Sampling Frame

The sample size in a study is essential in providing an overall estimation impact of occurrence on the particular subject under consideration (Kothari, 2003). The study selected 50% of the target population for the research observation and pooling of data for analysis making the sample size to be 60 individuals.

Table 2: Sample Size Determination

Section	Target Population
Project implementers	10
M & E officers	5
Employees	45
Total	60

Sampling Technique

The study sought to apply the stratified random sampling in the selection of the sample size. This is mainly attributed to its convenience and too the spectrum of focus by the study.

Data Collection procedures

A closed ended structured questionnaires were used to gather data from the random sample drawn from the target population. To enhance response rate, confidentiality and propriety of information; the researcher sought for permission from relevant authorities to be allowed to undertake the research, and respondents were informed of the significance of the study and its intended contributions. The data collection process was conducted by the researcher and no service of a research assistant was required. The data collection instruments were pretested to ascertain their validity and reliability. The instruments were then amended accordingly, and thereafter were adopted for the study.

Data Analysis and Presentation

The data collected was analyzed with the aid of a Statistical Package for Social Science (SPSS). Descriptive statistics, especially measures of central tendency (frequency) was run to generate results that were presented using tables and charts based on the objectives and questions of the study. To measure the relationship between the independent variables and the dependent variable, the research used this model:

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

Where;

Y = Project Performance

X_1 =Monitoring and evaluation planning

X_2 =Monitoring and evaluation programs

X_3 =Monitoring practices

ε = Error term

ANALYSIS AND DISCUSSIONS

Response Rate

This study sampled 60 respondents for this particular study, this study was aimed at establishing the effect of monitoring and evaluation on organizational performance. The questionnaire results are as presented below.

Table 3: Response Rate

Response	Frequency	Percentage
Returned	51	85
Unreturned	9	15
Total	60	100

This study targeted a sample size of 60 respondents from which 51 respondents filled and returned the questionnaires giving a response rate of 85%. This particular response rate was satisfactory to make reliable conclusions for the study as indicated the required representative. Mugenda (1999), a response rate of 50% is adequate for data analysis and making meaningful conclusion, a rate of 60% is good and a response rate of 70% and over is excellent. Based on this assertion, the response rate was excellent. This given response rate gives an impression that the respondents were willing to respond and participate in this given study.

Respondents Age Brackets

Table 4. Respondents Age Brackets

Response	Frequency	Percentage
Male	30	59
Female	21	41
Total	51	100

According to the results, the study found that majority of the respondents were male by 59% against their counter parts who were female. From the results it's clear that there was fair representation from both genders hence minimizing the gender biasness effect.

Age Bracket of the Respondents

Table 5: Age Bracket of the Respondents

Age Category	Frequency	Percentage
Below 30 yrs	13	25
31 – 40 yrs	16	31
41 – 50 yrs	15	29
51 Yrs and above	7	14
Total	51	100

From the results 25% of the respondents were below 30 years, 31% of the respondents were aged between 31 – 40 years, 29% of the respondents were aged between 41 – 50 years and 14% of the respondents were aged 51 years and above. This implies that the respondents represented fairly from all age distribution brackets.

Educational Level of the Respondents

Table 6: Educational Level of the Respondents

Educational Level	Frequency	Percentage
O – Level	5	10
Diploma	16	31
Degree	20	39
Masters	10	20
Total	51	100

The study revealed that 10% of the respondents they had achieved 0 – level education level, 31% of the respondents indicated diploma level, 39% of the respondents indicated degree and 20% of the respondents indicated masters. From the results, majority of the respondents were well educated and could provide reliable and accurate information on aspects as to regards to effects of monitoring and evaluation in the organization.

Effect of Monitoring and Evaluation Planning on Organizational Performance

Table 7. Effect of Monitoring and Evaluation Planning on Organizational Performance

Factors	Mean	Std.Dev
Network framework facilitates organization M and E Projects.	2.04	1.05
Employees are provided with adequate skills and resources on M&E Planning.	4.06	1.03
Stakeholders input in M&E contributes to high output in project in project planning.	3.67	1.32
The organization takes into consideration of stakeholder's opinions and facts on the M&E resources prior to organization planning.	2.26	1.30
The organization provides employees with appropriate software's which are used in M&E planning.	4.18	1.09
Organization employees conducts monitoring and evaluation on organization plans regularly	3.57	1.20

From the study it was revealed that Network framework facilitates organization M and E Projects indicated a mean of 2.04, employees provision with adequate skills and resources had a mean of 4.06, stakeholders input in monitoring and evaluation contributed to high output in project planning, 2.26 mean was indicated by respondents on aspect that the organization provides employees with appropriate software's for Monitoring and evaluation planning and a mean of 3.57 was indicated on the aspect that organization employees conducts monitoring and evaluation on organization plans regularly. This implies that quite a number of factors had a significant effect on monitoring and evaluation planning therefore there is need to conduct an assessment so that proactive measures are put in place to control their chances of affecting the process of monitoring and evaluation planning.

Effect of Monitoring and Evaluation Programs

Table 8. Effect of Monitoring and Evaluation Programs

Programs	Mean	Std.Dev
M&E programs are compatible in all organization programs	1.94	1.04
Baselines are provided for monitoring organization projects	4.03	0.80
Performance records are well maintained	1.63	0.73
The organization audits its financial programs in controlling its project cost	2.76	1.64
Metric procedures are used in assessing organization projects	2.22	1.29
Standardization of monitoring organization projects is ensured through monitoring and evaluation	4.15	1.03
Employees are well trained on Monitoring programs in organization projects	3.50	1.22

From the study it was established that monitoring and evaluation programs are compatible to all organization programs with a mean of 1.94, baselines are provided for monitoring and evaluation projects shown with a mean of 4.03, performance records are well maintained shown with a mean of 1.63, organization audits and financial programs in controlling its project cost shown with a mean of 2.76, metric procedures are used in assessing organization shown with a mean of 2.22, standardization of monitoring organization projects in ensured through monitoring and evaluation shown with a mean of 4.15, inspection of the checklist employees were well trained on monitoring programs in organization projects. This shows that quite a number of programs had an effect on monitoring and evaluation therefore awareness should be created to

the employees on the need to maximize this programs for efficient and effective monitoring and evaluation achievement of goals and objectives.

Effect of Monitoring Practices

Table 9: Effect of Monitoring Practices

Practices	Mean	Std.Dev
There is clarity on monitoring practices	1.89	1.03
There is sufficient policies protecting monitoring and evaluation practices	4.03	1.80
There is well planned strategies on organization to achieve best practices	2.65	1.72
There is a lot of benchmarking for achievement of the desired results	2.73	1.66
There is follow up mechanism on monitoring practices	2.29	1.30
Technology assists in monitoring and evaluation.	4.27	1.93

From the results it was shown that clarity on monitoring practices had a mean of 1.89, sufficient policies protecting monitoring and evaluation practices had a mean of 4.03, well planned strategies on organization to achieve best practices indicated a mean of 2.65, there is a lot of benchmarking for achievement of the desired results shown with a mean of 2.73, Availability of follow up mechanisms was shown with a mean of 2.29 and the aspect that technology assists in monitoring and evaluation as shown with a mean of 4.27. This shows that the organization made efforts to ensure best practices are in place during monitoring and evaluation implementation.

Multiple Regression Analysis

This study conducted a multiple regression analysis to test the effect of monitoring and evaluation in organizational performance, monitoring and evaluation planning, monitoring and evaluation programs and monitoring practices.

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919	0.844	0.735	.223

The adjusted R squared is the coefficient of determines the variation on organizational performance caused by changes in monitoring and evaluation planning, monitoring and evaluation programs, and monitoring and evaluation practices respectively. The study revealed that the value of adjusted R squared was 0.735 a reflection that there was a variation of 73.2 percent on organizational performance due to the changes resulting from monitoring and evaluation planning.

Table 11. Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.588	3	1.647	7.732	.001 ^b
Residual	8.52	49	0.213		
Total	15.108	51			

Critical value = 2.49

From the ANOVA statistics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ($7.732 > 2.49$) an indication that effect of M&E on planning, monitoring and evaluation programs, monitoring and evaluation practices findings revealed to have an effect on organizational performance. The significance value was less than 0.05 indicating that the model was significant.

Table 12: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.643	1.033		1.591	.001
M&E Planning	.481	.208	.203	2.312	.002
M&E Programs	.421	.297	.227	1.418	.003
M&E Practices	.416	.285	.216	1.460	.002

From the data in the above table the established regression equation was-

$$Y = 1.643 + 0.481X_1 + 0.421X_2 + 0.416 X_3$$

From the above regression equation it was revealed that holding M&E planning, M&E programs, M&E practices results to a constant zero, the performance of organization projects would be at 1.643, a unit increase in M&E planning by performance of organization projects would lead to an increase on by a factors of 0.481, a unit increase in M&E programs would lead to increase on performance of organization projects by factors of 0.421, a unit increase in M&E practices would lead to increase on performance of organization projects by a factor of 0.416. All the variables were significant as their significant value was less than ($p < 0.05$).

This finding collaborates with the study conducted by ACF (2011) which indicated that Monitoring Practices ought to be straightforwardly engaged with recognizing their own particular need, characterizing the program destinations, executing the exercises and monitoring and evaluating the program. This investment was basic to guarantee that the projects were best adjusted and addressed both the issues and desires of the populace.

A study carried out by Mbachu & Nkando (2007), that quality and attitude of service are key factors constraining successful monitoring practices on project delivery in South Africa. There were studies done on the adoption of monitoring and evaluation by the public sector in the developed world. Thus the need to validate these in the context of the developing countries and in specific the private sector as the developing countries since the implementation of monitoring practices will adversely affect positively performance in terms of increasing the effective and efficiency of projects in the private sector.

SUMMARY

Effect of Monitoring and Evaluation Planning

The study findings indicated that monitoring and evaluation planning had a strong relationship of $B = 0.481$ on organizational performance. From the study it was revealed that Network framework facilitates organization M and E Projects indicated a mean of 2.04, employees provision with adequate skills and resources had a mean of 4.06, stakeholders input in monitoring and evaluation contributed to high output in project planning, 2.26 mean was indicated by respondents on aspect that the organization provides employees with appropriate software's for Monitoring and evaluation planning and a mean of 3.57 was indicated on the aspect that organization employees conducts monitoring and evaluation on organization plans regularly. This implies that quite a number of factors had a significant effect on monitoring and evaluation planning therefore there is need to conduct an assessment so that proactive measures are put in place to control their chances of affecting the process of monitoring and evaluation planning.

Effect of Monitoring and Evaluation Programs

The study established that monitoring and evaluation programs had an effect on organizational performance as shown by $B = 0.421$). From the study it was established that monitoring and evaluation programs are compatible to all organization programs with a mean of 1.94, baselines are provided for monitoring and evaluation projects shown with a mean of 4.03, performance records are well maintained shown with a mean of 1.63, organization audits and financial programs in controlling its project cost shown with a mean of 2.76, metric procedures are used in assessing organization shown with a mean of 2.22, standardization of monitoring organization projects in ensured through monitoring and evaluation shown with a mean of 4.15, inspection of the checklist employees were well trained on monitoring programs in organization projects. This shows that quite a number of programs had an effect on monitoring and evaluation therefore awareness should be created to the employees on the need to maximize this programs for efficient and effective monitoring and evaluation achievement of goals and objectives.

Effect of Monitoring Practices

The study revealed that monitoring practices had an effect on organizational performance as illustrated by $B = 0.416$. From the results it was shown that clarity on monitoring practices had a mean of 1.89, sufficient policies protecting monitoring and evaluation practices had a mean of 4.03, well planned strategies on organization to achieve best practices indicated a mean of 2.65, there is a lot of benchmarking for achievement of the desired results shown with a mean of 2.73, Availability of follow up mechanisms was shown with a mean of 2.29 and the aspect that technology assists in monitoring and evaluation as shown with a mean of 4.27. This shows that the organization made efforts to ensure best practices are in place during monitoring and evaluation implementation.

CONCLUSION

The study established that monitoring and evaluation planning had an effect on the success of projects. The study revealed monitoring and evaluation planning should provide a clear and sufficient planning and evaluation of certain activities. Therefore, the study concludes that monitoring and evaluation planning embedded the project performance. Monitoring and evaluation planning should delineate through all the organization activities and budget thus the study concludes that monitoring and evaluation had an effect on organization projects.

The study found that project programs helped in providing improvements and provided efficient work flow hence building expertise and knowledge. The study therefore, concludes that

monitoring and evaluation programs played a significant role in organization project performance thus improving the output.

The monitoring and evaluation practices provided a method that led to the efficient and effective achievement of organization goals on the desired objectives and goals. Monitoring and evaluation practices provided more dynamic approaches that led to completion of desired projects. Hence, monitoring and evaluation practices enabled the organization to have a wide view and adopt proactive measures during the implementation of the organization projects.

RECOMMENDATIONS

The study has the following recommendations with regards to the effect of monitoring and evaluation on organizational performance;-

Organizations should prioritize on monitoring and evaluation planning. Consider on focusing on adopting proactive measures to curb the uncertainties that may jeopardize the objectives and goals of monitoring and evaluation.

Every function in the organization should be included in the process of project monitoring and evaluation implementation. They should have active roles and responsibilities all through the entire process.

The monitoring and evaluation programs seemed to have played a big role in organization project and implementation but there is need for the organization employees to improve on their skills and knowledge so that they can be able to respond adequately to the changing trends in the environment. Thus, the impact of the uncertainties will be minimized.

Monitoring and evaluation practices have been perceived to reflect on the organization output. More and more employed should be sensitized on the need to have the monitoring and evaluation practices to minimize resistance and have smooth flow of work and information.

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