Influence Of Monitoring And Evaluation On Performance Of Health Projects In Makueni County, Kenya

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Abstract: In Makueni County, health projects are a key focus of development, receiving the second-highest number of projects and fifth-highest budget allocation. However, there have been delays in project completion, with 23 projects still ongoing and 23 delayed out of a total of 334 health projects (County Project Management System, 2017). Despite the importance of monitoring and evaluation in ensuring the success of these projects, the monitoring and evaluation process in Makueni is inadequate, with limited research on the influence of monitoring and evaluation functions such as planning, training, and frameworks on health project performance. This lack of emphasis on monitoring and evaluation has led to a potential risk of misusing public or donor funds and an increase in delayed projects or projects not achieving their expected outcomes. The purpose of the study was to analyze the influence of monitoring and evaluation on implementation of health projects in Makueni County. The specific objectives of this study were to (i) To establish the influence of M&E level of training on implementation of health projects in Makueni County. (ii) To analyze the influence of M&E planning on implementation of health projects in Makueni County. (iii) To analyze the influence of M&E systems on implementation of health projects in Makueni County. Theory of Change has been used in this study. The research methodology used was mixed as the study had both quantitative and qualitative data. A descriptive study design was adopted in this study. The projects of interest were the ones done from 2013 to 2018 fiscal years. The target population was 314 health project managers. A sample to represent the whole population consisted of 84 respondents selected from the target population by use of both stratified and simple random sampling methods. Primary data was collected using questionnaires. Variables namely monitoring and evaluation of human resources, implementation strategy, training, and planning were analyzed using R. The findings will enable the researcher to assist policy makers in Makueni County to develop better policies that will help the County come close to achieving the third Sustainable Development Goal of ensuring healthy lives and upraising the wellbeing of residents of all ages, by ensuring accountability in health projects. The study found that the majority of the project managers had been trained in M&E, but the level and length of training varied.

Key Words: County project Management system, Theory of change, R, Sustainable Development Goals.

Introduction

There are numerous bodies that give support to different projects in a County. Some of the donors are under the Global Health Initiatives, where the health sector is given assistance through interventions like the Global Alliance for Vaccines and Immunization (GAVI), HIV/AIDS (human immunodeficiency virus/acquired immunodeficiency syndrome) and Malaria (GFTAM) and Global Fund for Tuberculosis among others. The funding from this organizations is provided based on the performance. In health sector there are other donors who also give money based on the overall health sector performance. These requires monitoring and evaluation plans as the division of grants or loan is associated with being able to achieve specific and quantifiable outcomes (Government of Uganda, 2016).

All over the world, monitoring and evaluation systems have been used in health sector in different disease areas that ravage third world countries. This has been done by initiating strong monitoring and evaluation systems to measure the achievements, strengthening health information systems (HMIS) at every level to utilize data and by keeping an eye on the steps made in the direction of achievement of health targets. M&E has played a great role in preserving lives and cultivating healthy outcomes for the populations (UNDP, 2013).

South Africa is one of the African countries that are practicing performance monitoring & evaluation in local non-Governmental organizations and government. It has borrowed superior methods from advanced nations like Canada, United Kingdom, and United States. The government supported the M&E departments in obtaining better practices. As per Naidoo (2015), monitoring and evaluation has really expanded the quality of administration conveyed to people with different places to check on loopholes that include unplanned supervision visits on government ministries as well as departments, service delivery points for example health care points as well as police workstations, staff training about monitoring and evaluation.

Numerous progress has been made in many fields in Kenya as a country but, the country is still being burdened by challenges in the health sector and other issues around health care service administration. Towards December of the year 2005, the Agency for International Development (USAID) gave out several requests for Applications (RFAs) to support in medical field for all of Kenya. The programs that were initiated were titled 'APHIA II' which is an abbreviation for (AIDS, Population and Health Integrated Assistance). The projects ran from June 2006 to December 2010.

The Evaluation society of Kenya (ESK) was launched in the year 2010 and registered in 2011. At county level, as such in Makueni County, the county governments are starting to establish departments tasked with coming up with vital systems required for M&E, performance management, and statistical data collection. To start with, the counties are faced with a myriad of obstacles relating to the establishment and use of M&E frameworks. The draft Monitoring and evaluation policy and frameworks, which are essential to formalization of the M&E structures that are being developed, have not yet been wrapped up. M&E sections are not yet operational in several counties, and where they are operational, the required skills and capability are of questionable state. For counties that have come up with M&E units, their reports are not well coordinated leading to use of different M&E definitions and concepts (CIMES, 2015).

Literature review

Materials relating to the influence of M&E on performance of health projects were investigated in this section.

Types of monitoring and evaluation are classified into two namely; Implementation-Based Monitoring (IBM) and Results-Based Monitoring (RBM). IBM is mostly concerned with inputs into a project, activities undertaken and outputs from the project. IBM advances joint learning of all partners at different levels and conveys out responsibility to taking remedial activities wherever there is need as was noted by Parks (2012) about the part M&E plays on project performance. In his contribution, Parks (2012) intimates that RBM is supposed to showcase the actual project outcomes and goals. In addition, RBM is usually actualized in collaboration with partners and involves data collection and reporting not forgetting the strides made in the direction of the best outcomes. RBM, therefore assists in knowing if a project is on track or will be achieved as the project matures.

Empirical Review of Literature

In a study to assess the influence of management practices on sustainability of the projects in Kangema, Muranga County, Karanja (2014) studied training, leadership, fiscal administration, and monitoring & evaluation in relation to sustainability of projects. The study was a descriptive design where groups of participants were picked using stratified sampling method. The investigation found out that, leadership, relevant training, appropriate monitoring and evaluation and proper use of money have a role in continuity of development projects.

Monitoring & Evaluation Level of training and Health Projects

A study by Nasambu (2016) which purposed to inquire about impacts in the progress of Monitoring and Evaluation framework in NGOs, half of the participants agreed that the Non-governmental organization had a good representation of well-equipped workforce who get information on the performance of programs, while only 1.1% differed with this information. When the respondents were questioned on whether NGO has knowledgeable staff with adequate capacity to process data 1% strongly disagreed while 44% strongly agreed. The respondents reported that monitoring & evaluation officers had knowhow in the daily running of monitoring and evaluation systems with only 3% disagreeing and the majority 53% strongly agreed. On explanation that the NGO had skilled workers who collect data on execution of programs, 1% strongly disagreed, 3% disagreed, 6% were not sure, and 50% strongly agreed, allowing a conclusion that most of them were okay with the articulation.

Money is a major component of any functional organization as was noted by Magondu (2013) as it affects other resources such as human resource. For a monitoring department to be realized one of the requirements is finances. He further proclaims that capacity in the staff numbers and their skills are fundamental to the realization and sustainability of monitoring and evaluation. In absence of necessary and fundamental skills, it is highly unlikely to perfect a task that is at hand.

Nyakundi (2014) demonstrated that 'A unit increment in technical aptitudes leads to efficiency in the implementation of M&E.' This shows that with competent monitoring and evaluation skills, projects can achieve the planned results. This is in concurrence with results from Ngatia (2015) who found that when there is an increment in human resource there would be a positive effect in returns from agribusiness projects in a non-governmental organization.

A discovery by Gwadoya, (2012) was that inward comprehension of monitoring & evaluation practices was a universal need for all staff in projects that get donor funding. The study summarized that, when monitoring and evaluation teams are well upgraded and capacitated then there would be more teamwork which will lead to more productivity. Monitoring and evaluation levels in management helps in estimating the level of project successes or failures. It can also help to anticipate the likelihood of assignments going past due date and give good guidance on how you will get the teams to work together to anticipate this from happening (Nasambu, 2016).

Kananura et al. (2017) found that PM&E approaches were effective in engaging stakeholders and improving decision-making in the project. The researchers identified several key factors that contributed to the success of the PM&E approach, including involving stakeholders from the outset, using a variety of data collection methods, and providing regular feedback to stakeholders. The study provides valuable insights into the use of PM&E approaches in maternal and newborn health projects in resource-limited settings. The findings suggest that PM&E can improve stakeholder engagement, enhance data quality, and promote evidence-based decision-making. The researchers suggest that PM&E approaches should be integrated into project design and planning to improve project outcomes and sustainability. The study also highlights the importance of building local capacity in PM&E to ensure the long-term success of projects and to empower communities to take ownership of their health.

Monitoring & Evaluation Planning and Health Projects

According to Chapman (2014), methodology that has been used in a project is a factor identified to have an influence in project success. In monitoring the project specifications, an evaluation on advancement of tasks versus what was set as the project plan may be done by the team. To check the performance a perfect pre-designed schedule should be available, at the planned review time to verify the legitimacy and the pertinence of part of the plan remaining. Monitoring and evaluation team may be asked to make changes to the plan in consideration of achievement in performance, varying circumstances and current data that may be made available but still maintain the first terms of reference. Monitoring and evaluation members should ensure that clear, pre-determined measurements for determining the performance are used.

According to Nasambu (2016), majority of the respondents strongly agreed on statement that organization resources were put aside for the execution of monitoring and evaluation work plan. On declaration the institution is willing to allocate finances to improve monitoring and evaluation management, 49% which was the majority concurred while (24%) highly concurred. Most (76%) of respondents concurred that the organization has sufficient resources to undertake evaluations and only 7% disagreed.

Monitoring and Evaluation Systems and Health Projects

Strengthening the M&E system in organizations by employing management information systems (MIS) relies heavily on technological advancements. Kahura, (2012) in the study on the role of management information systems in development ventures', established a strong and positive correlation between project MIS and project progress. A lower positive correlation between using information systems in project activities and performance was the finding by Ngatia (2015). The regression analysis he conducted revealed that for every unit increase in information systems application in the projects, there was an increase in performance.

Research by Wanjiru (2013) also found out that M&E training has a critical contribution towards induction of local M&E experts, understanding the positions of M&E system and increasing the quantity and quality of monitoring and evaluation work force.

According to Wanjiru (2013), another decisive factor of successful monitoring and evaluation was found to be technical expertise of the staff. The Monitoring and Evaluation officers and project team leaders stated that the staffs handling the Monitoring and Evaluation framework were competent (54%) and very competent (17%). Although some of the staff were seen to be incompetent (13%) and very incompetent (8%); it is also noteworthy that some project managers and M&E staff (8%) did not know about the competence of the other staff. Therefore, staffs need to be armed with competent and up to date skills for satisfactory output. A projects structural endowment and in more serious terms data and information systems assume a very crucial role in M&E activities. Viable M&E framework is of high impact factor to project victory thus employing technological impacts of the monitoring and evaluation team makes it strong. This in compliment leads to additional value by the whole organization (Hassan, 2013).

Bao et al. (2015) argues that, as programs grow in scale and complexity, effective M&E becomes increasingly important to ensure that the programs are achieving their intended goals and are sustainable. They highlight the importance of involving stakeholders, including program beneficiaries, governments, and donors, in the M&E process to ensure that the transition is transparent and responsive to the needs of all parties. The authors also identify several challenges to effective M&E during program transition, including the lack of clear transition plans, limited resources for M&E, and the difficulty of measuring program sustainability. To address these challenges, the authors recommend the use of innovative M&E approaches, such as participatory approaches and the use of technology, to improve data quality and promote stakeholder engagement. The article concludes by emphasizing the importance of M&E in ensuring the success and sustainability of large-scale global health programs, and the need for continued research and innovation in this area to improve M&E practices.

Bourek (2019) argues that effective M&E systems should be integrated into healthcare projects from the outset to ensure their success and sustainability. The chapter highlights the importance of setting clear objectives, selecting appropriate indicators, and regularly monitoring and evaluating project performance to improve the quality of care and health outcomes. The author also emphasizes the importance of integrating M&E systems into the broader health system to ensure the sustainability of healthcare projects. The author suggests that healthcare projects should be designed with a focus on integration, including leveraging existing infrastructure and resources, collaborating with other healthcare providers, and aligning with national health policies. The chapter provides practical advice for healthcare project managers and policymakers to ensure that their work has a lasting impact on the health system, ultimately improving the quality of care and health outcomes for patients.

Monitoring and Evaluation tools.

There is little use of variance analysis as compared to other M&E tools and techniques. Only 23% of the subjects had utilized it frequently. More than half, 51%, had utilized it in a limited or very little. It was discovered that it was because of absence of openness and preparing on this specific M&E instruments. The administration level and backing for the usage of instruments was high, with 58% of the subjects' recorded a lot of support. 75% of the subjects used baselines on the activities executed. Most famous baselines utilized were the Expense Gauge, with 33% of the subjects utilizing it, when contrasted with 30% who utilized the Timetable Pattern and 25% who utilized the Degree Benchmark. 12% of the subjects announced utilizing every one of the referenced baselines. Utilization of Difference Examination helps in improving the methods of checking projects fluctuation against set destinations, as revealed by 60% of the ones met. 80% of those met utilized the Work Breakdown structure in their ventures, while 83% used the cost Breakdown Construction. 75% of those met announced utilizing the breakdown designs would bring about broad and better responsibility. Of 82% of the subjects that more broad utilization of change investigation would improve undertaking conveyance capacity (Khatiala, 2013).

A study by Wanjiru (2013) evaluated instruments and techniques NGOs utilize in M&E framework. The foremost commonly utilized being coherent system, participatory approaches, assessment overviews, location visits layouts and key arranging systems. According to the study, choosing of instruments and procedures ranked as the highest factor leading to difficulties faced in utilizing M&E framework. Many project managers and Monitoring and Evaluation staff (49%) also indicated the appropriateness of instruments and methods was difficult compared to 23% and 20% that indicated that it was easy and very easy respectively.

Project performance

Project performance is a concept that helps in assessment of progress from inception of a project to its completion. Changes may be made in course of implementation to get the best out of the workers and other resources for the project. Project performance can be measured against the overall objectives that had been formulated. Procedures in a project should be known by relating courses of activity, to the future plans, and to the operating procedures that has been set.

Specialists have recognized various monitoring and evaluation methodologies that can be used in assessing projects. The greater part of these methodologies has the greatest objective of guaranteeing that a venture is still in schedule in making the coveted progress for value creation. Some methodologies incorporate, survey, bookkeeping and certification, effectiveness measurement, status appraisal, targets assessment, earned value analysis, adjusted scorecard as well as value for money (Alhyari et al, 2013).

Methods

The study used the Theory of change. This theory clarifies how tasks are understood to create a progression of outcomes that add to getting to the last impact of a project. The research methodology used was mixed method as the research had both numerical and also in-depth exploration. The study used descriptive design to describe the variables M&E practices and implementation of health projects.

Descriptive study design was employed since it is most suited to bring out the characteristics of a project and the employees working in the projects thereby receiving credible and accurate data. (Mugenda & Mugenda, 2003).

This study was carried out in Makueni County. This County was prior to the new constitution, Makueni District and is a county in the former Eastern Province of Kenya. It has six Sub-Counties namely Kibwezi East, Makueni, Kibwezi West, Kaiti, Kilome and Mbooni. The largest town is Wote that hosts the county headquarters. The latest census (Census, 2019) put the county's population at 987,653 while its area is 8,170 km². The choice of Makueni County as the location was arrived at after looking at their website and realizing that there were a number of projects that had delayed in implementation, some had been indicated as on going for a long time, while 5 had been indicated as completed but no money was shown to have been allocated.

The targeted population in this research study consisted of all project managers involved in health projects from various health facilities in Makueni County. The study covered 334 projects that were undertaken between 2013 and 2017 financial years.

Data available from the Makueni County Projects Management system records reveals there were 288 completed, 23 ongoing and 23-delayed health projects totaling to 334 (Makueni County, 2017

Respondents were chosen from the six sub-counties using stratified sampling based on the number of projects per sub-county. Since Makueni County has 6 sub-counties, the respondents were stratified according to the number of projects in a sub-county. Simple random sampling with replacement was then used to arrive at the exact project managers as depicted in the below table.

In this study, questionnaires were used to collect data on the independent variables of human resource, training, implementation strategy, and planning, as well as the dependent variable of the performance of health projects

Questionnaires were designed to collect both quantitative and qualitative data, providing a comprehensive understanding of the influence of monitoring and evaluation on performance of health projects in the region. They were distributed to project managers, M&E professionals, and other stakeholders involved in the implementation of health projects, providing a diverse range of perspectives and insights.

A pilot testing was conducted at Machakos County. Nine (9) respondents who are project managers were requested to fill the questionnaires. The pilot study helped in getting a feel of the answers to expect, in identifying challenges and gaps in the questionnaire. The pilot study also provided information on how long it would take the respondents to complete the questionnaire.

The questionnaire had all the questions coded to improve accuracy and ease of conducting data analysis. Data that is quantitative was processed using descriptive statistics and analysis using R program. A Likert scale of 1-5 was used to manage qualitative data in a way which ensured that it is put in understandable units to show patterns and trends. Data presentation was done by utilizing charts, graphs, and tables to enable easier consumption of the analyzed data and to facilitate comparison. Quantitative reports were generated through tabulations, measures of central tendency and percentages. Thematic approach was utilized in analyzing qualitative data where the data was first grouped into meaningful patterns that was observed.

Results

This chapter presents the results of this study. 79 respondents filled the questionnaires which were used in data analysis representing a 104 % response rate.

Level of education

59.5% of the project managers interviewed had reached the tertiary level of education, 29.1% had an undergraduate degree while 11.4% had attained a post-graduate degree (Figure **1**). These results suggest that the project managers in the study are well-educated, with a significant proportion having achieved tertiary level education. The high percentage of project managers with tertiary level education suggests that they may have a strong foundation in the principles of project management and may be well-equipped to implement M&E systems effectively.

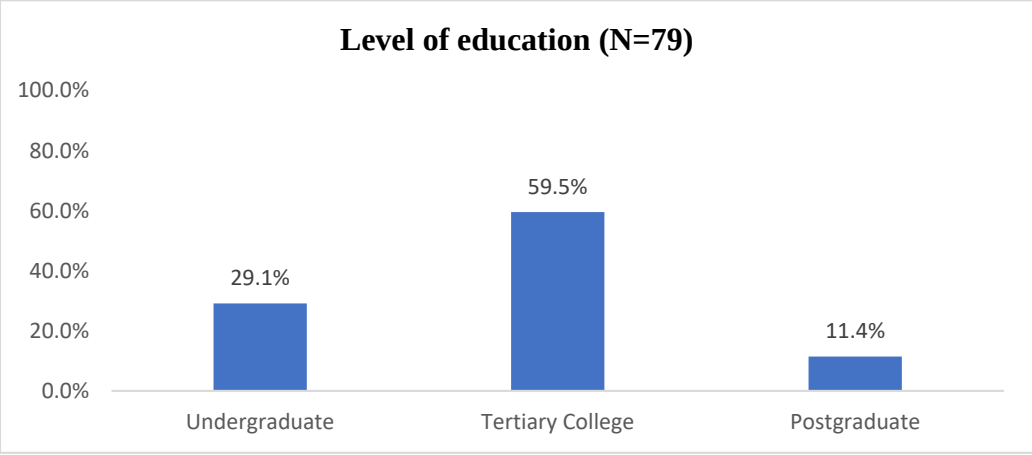

Figure 1: Level of Education of Project Managers

The level of training on M&E.

Training in M&E

When asked if they had been trained on monitoring and evaluation, 45.6% of the project managers agreed that they had received the training, against a proportion of 54.4%, who did not have training in monitoring and evaluation (Figure 2). These results suggest that there may be a gap in the training and capacity building of project managers involved in the implementation of health projects in Makueni County. The relatively low percentage of project managers who had received training in M&E suggests that there may be a need for

greater investment in training and capacity building programs in the region, in order to improve the implementation and performance of health projects.

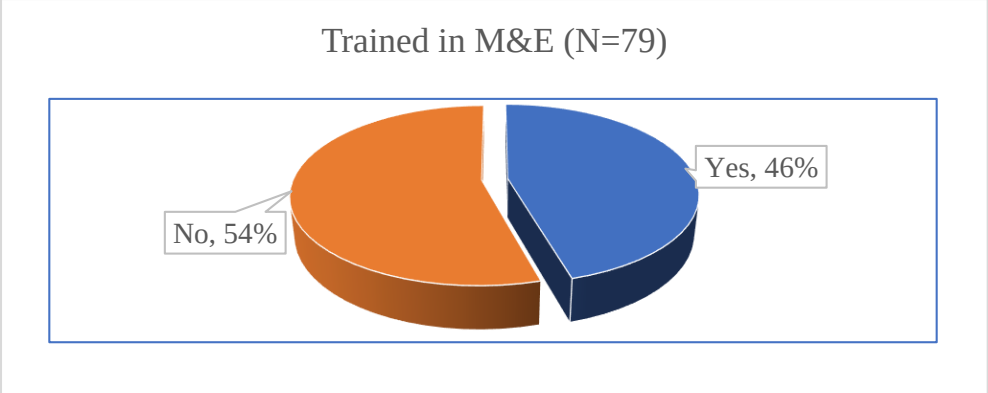

Figure 2: Training in M&E

Length of training in M&E

Most of the respondents (75%) had received only less than a week's training, while 25% had less than 1 month training in monitoring and evaluation indicating a low majority trained managers in the M&E projects. These results suggest that the majority of project managers in the study had received very limited training in M&E. The low percentage of project managers who had received training in M&E, as well as the limited duration of the training that was received, suggests that there may be a gap in the training and capacity building of project managers involved in the implementation of health projects in Makueni County. This gap may be contributing to the challenges faced in the implementation of health projects, such as delays, cost overruns, and underperformance.

Table 1: Period of training (N=32)

Length of training	**n (%)**
Less than 1 month training	8 (25.0%)
Less than 1 week training	24 (75.0%)

The extent training on M&E influence Performance of Projects in Makueni County

When asked about their opinions on the extent to which project managers' training on monitoring and evaluation influences performance of projects, 78.5% of the respondents believed that the extent was large, while only 8.9% believed that the extent was little. 12.7% of the respondents remained indifferent (Figure 3). These results suggest that respondents recognize the importance of training and capacity building in M&E for project managers involved in the implementation of health projects. The high percentage of respondents who believed that the extent to which project managers' training in M&E influences project performance was large suggests that there may be a need for greater investment in training and capacity building programs for project managers in the region.

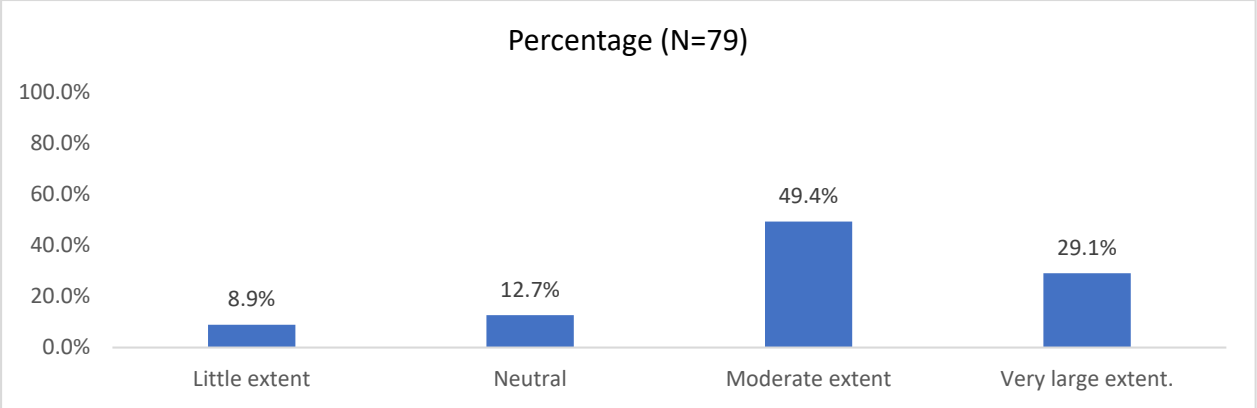

Figure 3: The extent M&E training influences Performance of Projects

Monitoring and evaluation planning

Availability of a person responsible for planning of the M&E

When asked if there was a person responsible for planning of M&E, 82.3% agreed to the availability of such personnel (Figure 4). These results suggest that the majority of health projects in Makueni County have a dedicated person responsible for planning and implementing M&E activities. This finding is positive as it indicates that the health projects are likely to have a well-structured and organized M&E system, which can help to track progress, identify challenges and areas for improvement, and ensure that the projects are meeting their objectives.

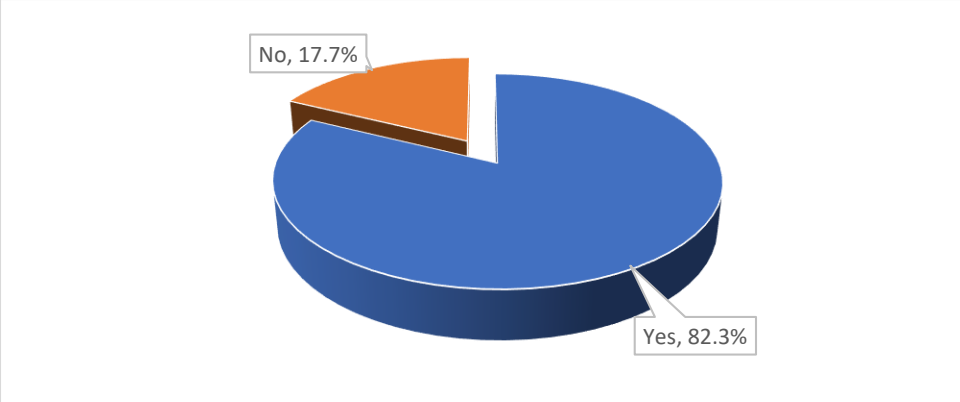

Figure 4: Availability of personnel responsible for M&E planning

Level of competency of the staff conducting M&E while implementing health projects

When the projects managers were asked to rate the level of competency of the staff conducting M&E, 50.8% believed that the staff were incompetent, while 38.5% believed that the staff were competent (Figure 5). The results suggest that a significant proportion of project managers interviewed for the study had concerns about the level of competency of staff responsible for conducting monitoring and evaluation (M&E) activities in health projects in Makueni County. These results suggest that there may be a gap in the capacity and training of staff responsible for conducting M&E activities in health projects in the region.

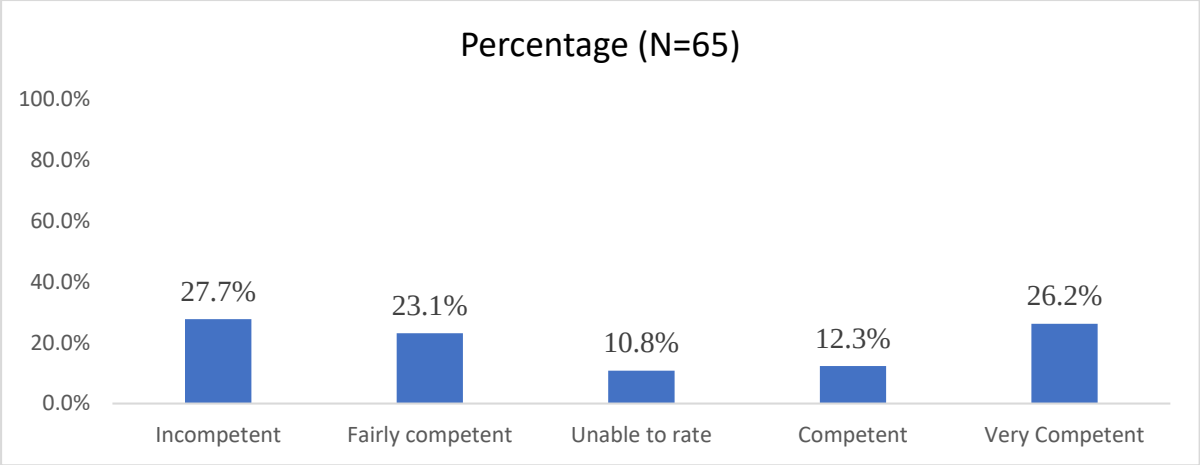

Figure 5: Rating of the competency of M&E staff

Rating of the planning on monitoring and evaluation when starting health projects

The extent to which planning on monitoring and evaluation was done when starting health projects was rated as being large (87.3%) (Figure 6). These results are positive as they indicate that health projects in Makueni County are likely to have a well-structured and organized M&E system, which can help to track progress, identify challenges and areas for improvement, and ensure that the projects are meeting their objectives. The high percentage of project managers who believed that planning for M&E was done to a large extent suggests that M&E is given due consideration and importance when starting health projects in the region.

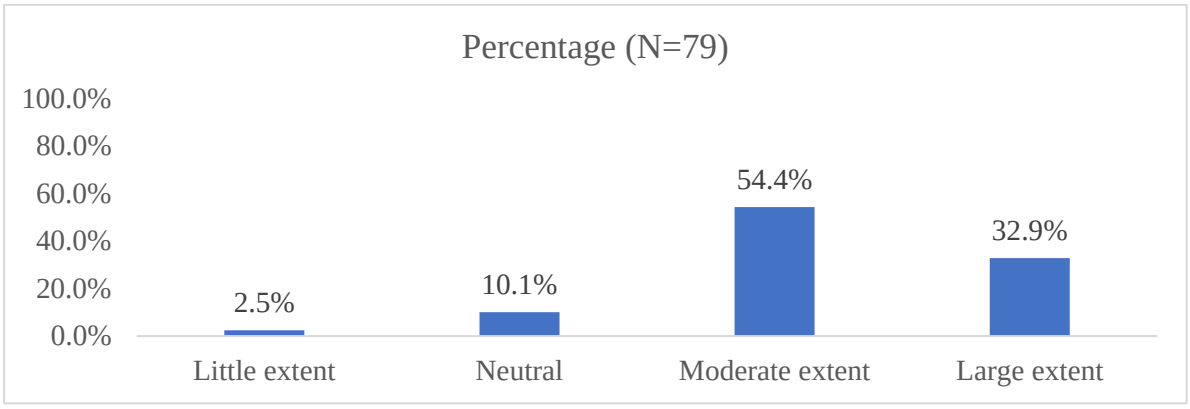

Figure 6: Extent of planning on M&E when starting health projects

Frequency of Monitoring

Majority (54.4%) believed that monitoring of projects within was done quarterly, 19% believed that monitoring was done weekly while 15.2% believed the monitoring was done monthly (Figure 7). These results suggest that health projects in Makueni County are monitored on a regular basis, which is positive as it indicates that there is a structured and organized approach to monitoring and evaluation activities.

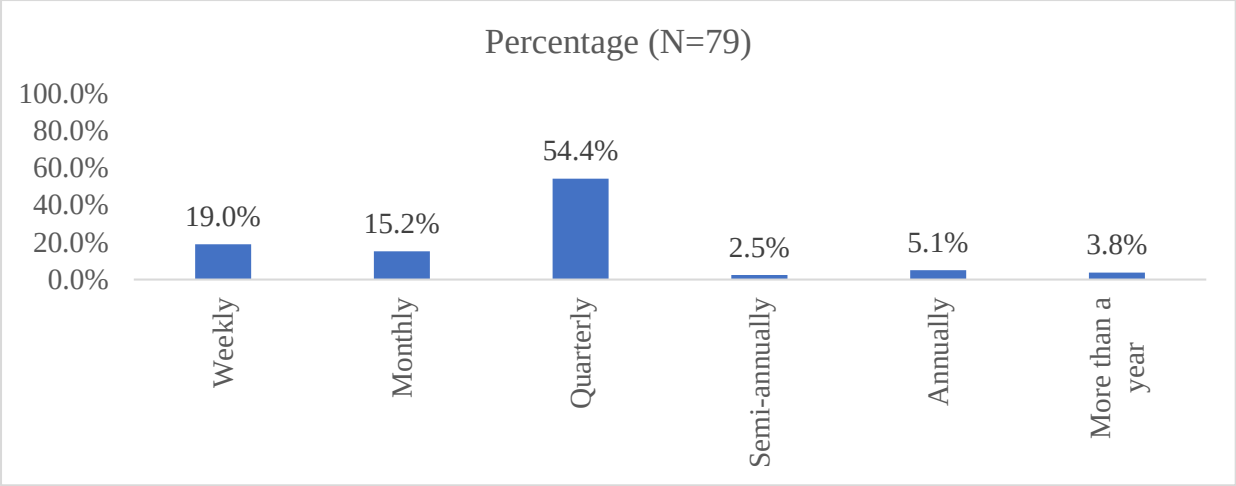

Figure 7: Frequency of Monitoring

The kind of Monitoring and evaluation planning done

When asked the kind of monitoring and evaluation planning done by the managers, 96.2% mentioned documentation of project meetings, 88.6% mentioned development of supervision schedule, 84.8% mentioned development of log framework while 74.7% mentioned budget making (Figure 8). These results suggest that the project managers in the study are using a range of M&E planning methods to monitor and evaluate their projects. The high percentage of respondents who mentioned documentation of project meetings and development of a supervision schedule suggests that these are common and important M&E practices in the region. The lower percentages for development of a log framework and budget making suggest that these practices may be less commonly used, or may be less of a priority for some project managers.

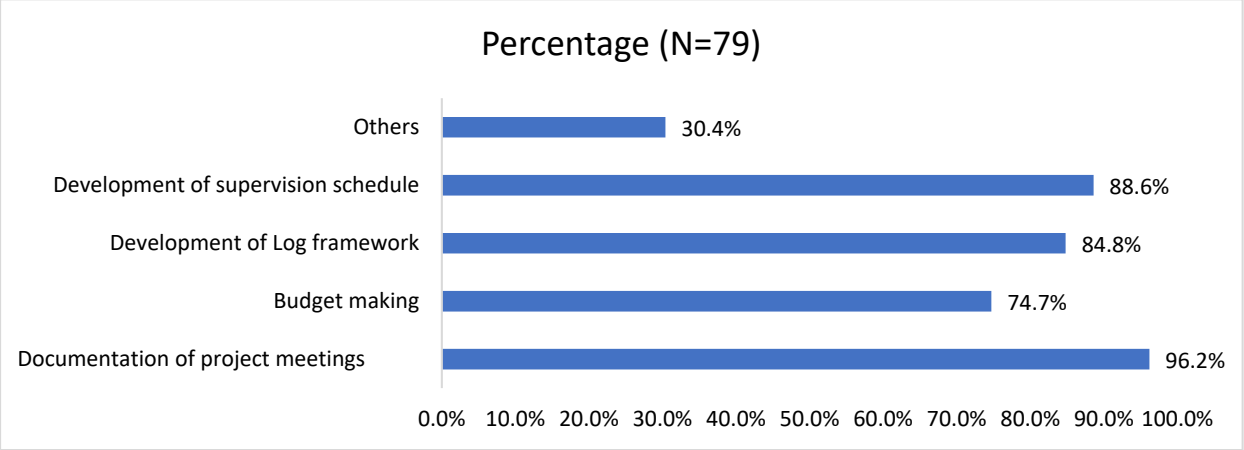

Figure 8: Type of M&E done (Multiple choice question)

View on whether the staffs involved in M&E have adequate training on the formulation and implementation of the following in all health projects

Project managers were asked to express their views on whether staffs involved in M&E have adequate training on the formulation and implementation of various components in all health projects (see Table 2). Majority (45.6%) disagreed that the staffs involved in M&E have adequate training on the formulation and implementation of implementation strategy, while 29.1% agreed that the staffs who were interrogated in the study have adequate training. Majority (48.1%) disagreed that the staffs involved in M&E have adequate training on the formulation and implementation of HR planning, while 26.6% agreed that the staffs have adequate training. Majority (38%) disagreed that the staffs involved in M&E have adequate training on the formulation and implementation of Project objectives/goals, while 32.9% agreed that the staffs have adequate training. Majority (40.6%) disagreed that the staffs involved in M&E have adequate training on the formulation and implementation of Logical framework, while 27.8% agreed that the staffs have adequate training. Majority (38%) agreed that the staffs involved in M&E have adequate training on the formulation and implementation of Output and indicators determination, while 35.4% disagreed that the staffs have adequate training.

Majority (46.8%) disagreed that the staffs involved in M&E have adequate training on the formulation and implementation of M&E Data instruments, while 29.1% agreed that the staffs have adequate training. On the Overall M&E design, majority (44.4%) disagreed that the staffs involved in M&E have adequate training on its formulation and implementation, while 25.3% agreed that the staffs have adequate training.

The results suggest that a majority of project managers interviewed for the study believed that staff involved in monitoring and evaluation (M&E) of health projects in Makueni County lacked adequate training on the formulation and implementation of various components of M&E. Specifically, when asked to express their views on whether staff involved in M&E have adequate training on the formulation and implementation of various components in all health projects, the majority of project managers disagreed. For instance, the majority of project managers disagreed that staff involved in M&E have adequate training on the formulation and implementation of implementation strategy, HR planning, project objectives/goals, logical framework, M&E data instruments, and the overall M&E design. The results suggest that there may be a gap in the knowledge and skills of staff involved in M&E, which can negatively impact the effectiveness of M&E activities in health projects in the region.

Table 2: Rating on the Adequacy of Training on various components of M&E (N=79)

Component	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)	Mean (SD)
a) Implementation strategy	15 (19.0%)	21 (26.6%)	20 (25.3%)	20 (25.3%)	3 (3.8%)	2.68 (1.16)
b) HR planning	21 (26.6%)	17 (21.5%)	20 (25.3%)	19 (24.1%)	2 (2.5%)	2.54 (1.20)
c) Project objectives/goals	20 (25.3%)	10 (12.7%)	23 (29.1%)	20 (25.3%)	6 (7.6%)	2.77 (1.29)
d) Logical framework	19 (24.1%)	13 (16.5%)	25 (31.6%)	17 (21.5%)	5 (6.3%)	2.70 (1.23)
e) Output and indicators determination	14 (17.7%)	14 (17.7%)	21 (26.6%)	24 (30.4%)	6 (7.6%)	2.92 (1.23)
f) M&E Data instruments	14 (17.7%)	23 (29.1%)	19 (24.1%)	18 (22.8%)	5 (6.3%)	2.71 (1.19)
g) Overall M&E design	19 (24.1%)	16 (20.3%)	24 (30.4%)	14 (17.7%)	6 (7.6%)	2.65 (1.24)

Knowledge on what design of Monitoring and Evaluation plans entail

When asked about their knowledge of what design of M&E plans entail, 62% of the respondents expressed lack of such knowledge (Figure 9). These results suggest that there may be a gap in the understanding of project managers about the design of M&E plans in health projects in Makueni County. This lack of knowledge could potentially result in ineffective M&E activities, which can have a negative impact on the overall performance of health projects in the region.

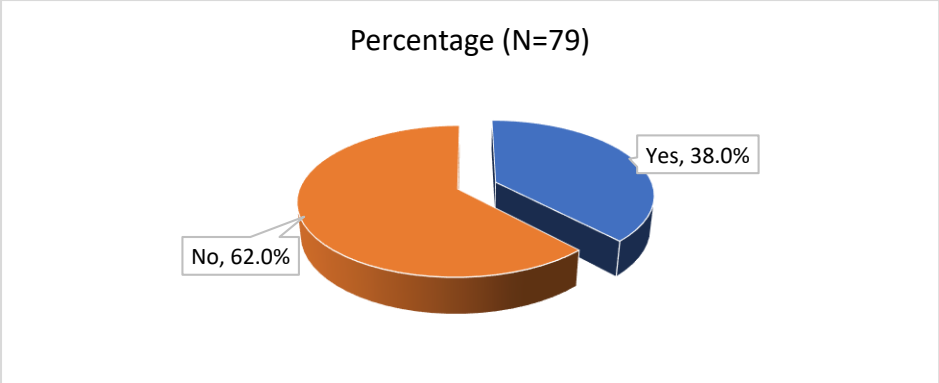

Figure 9: Knowledge on what design of Monitoring and Evaluation plans entail

Ranking of the Adequacy of M&E applications adopted in implementation of health projects

The project managers were asked to rank the adequacy of monitoring and evaluation applications adopted in implementation of health projects. Majority (77.2%) ranked the M&E applications as effective, while 12.7% ranked applications as ineffective and 10.1% were unable to rate (Figure). These results are positive as they indicate that M&E applications adopted in the implementation of health projects in the region are likely to be well-suited for tracking progress, identifying challenges and areas for improvement, and ensuring that the projects are meeting their objectives. The high percentage of project managers who ranked M&E applications as effective suggests that these applications are well-received and well-utilized in the implementation of health projects in the region.

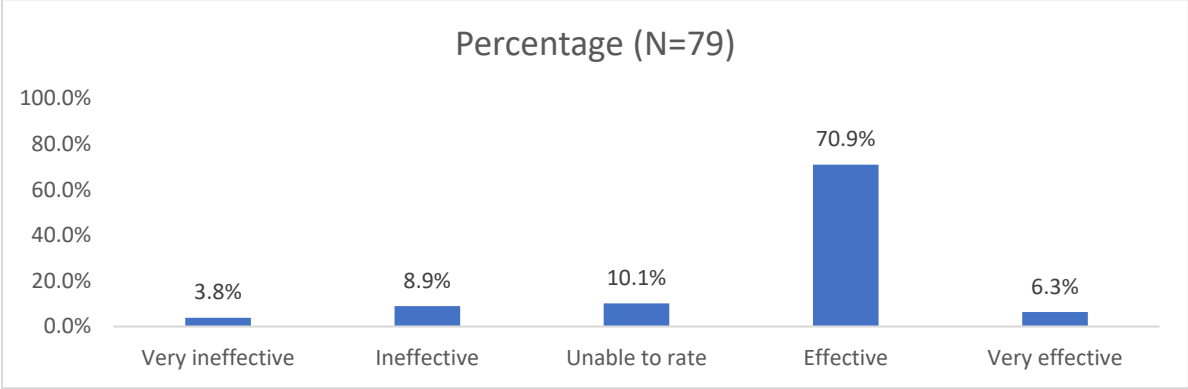

Figure 10: Ranking of the adequacy of M&E

The results suggest that a large proportion of project managers interviewed for the study ranked the monitoring and evaluation (M&E) applications adopted in the implementation of health projects in Makueni County as effective. Specifically, 77.2% of project managers ranked the M&E applications as effective, while only 12.7% ranked them as ineffective. These results are positive as they indicate that the M&E applications adopted in the implementation of health projects in the region are likely to be well-suited for tracking progress, identifying challenges and areas for improvement, and ensuring that the projects are meeting their objectives. The high percentage of project managers who ranked the M&E applications as effective suggests that these applications are well-received and well-utilized in the implementation of health projects in the region. This information can be used to strengthen the adoption and utilization of effective M&E applications in health projects in Makueni County, ultimately improving the overall performance of these projects.

Monitoring and Evaluation systems.

Presence of a system for feedback from the contractor to the project managers and County management

Majority of the project managers (91.1%) interviewed acknowledged the presence of a system of feedback from the contractor to the project managers and county government (Figure 11).

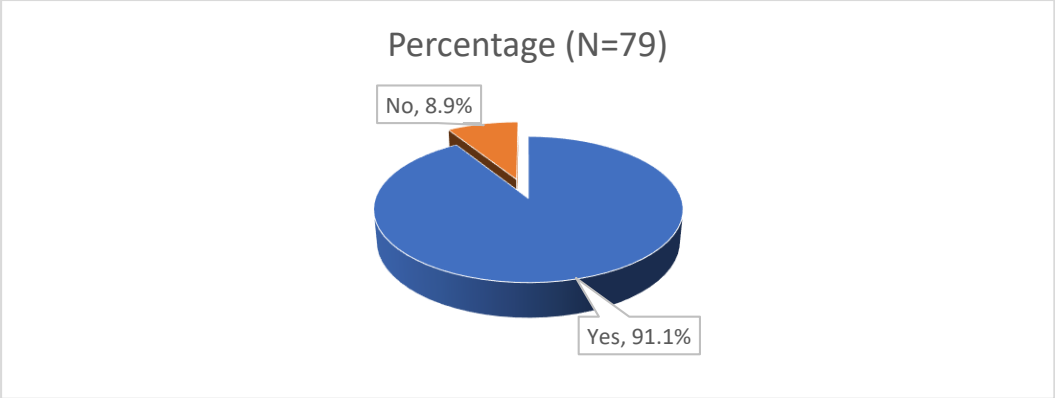

Figure 11: Presence of a System for Feedback

The results suggest that a majority of project managers interviewed for the study (91.1%) acknowledged the presence of a system of feedback from the contractor to the project managers and county government. This system of feedback can be an important mechanism for ensuring that health projects are meeting their objectives, and for identifying areas for improvement. The fact that a large proportion of project managers acknowledged the presence of this system of feedback suggests that it is well-established and well-utilized in health projects in Makueni County

Effectiveness of the System for Feedback from the contractor to the project managers and County management
When asked to rate the effectiveness of the system in place for feedback from contractor to project managers, majority (52.8%) rated the system as ineffective, while a smaller proportion (37.5%) rated the system as effective. About 10% were unable to rate or remained indifferent (Figure 12). These findings indicate that although there is a system of feedback from the contractor to the project managers and county government, it may not be effectively utilized in all health projects in the region. This information can be used to improve the existing system of feedback, identify areas of improvement and to strengthen its implementation.

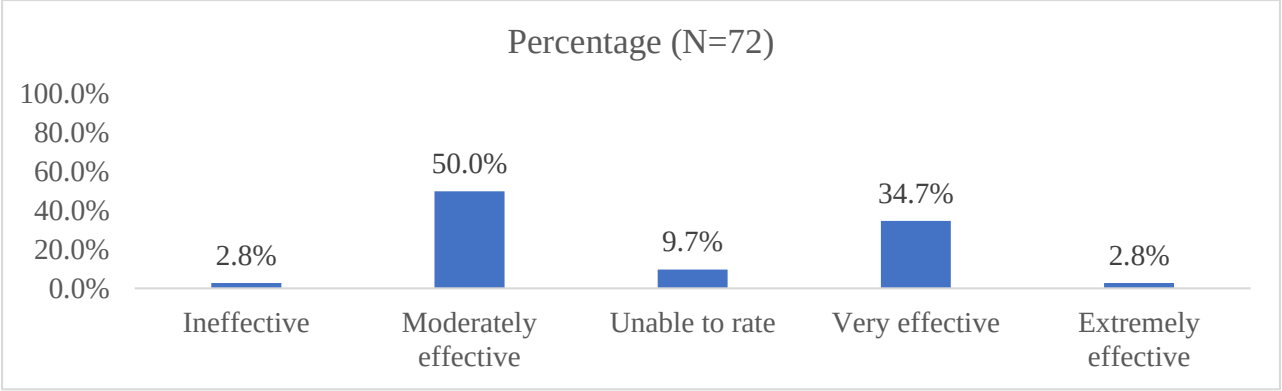

Figure 12: Effectiveness of the system for feedback

Availability of a computerized M&E system
Most respondents (54.4%) did not know that the project had a computerized M&E system in place, while only 27.8% knew the presence of any computerized M&E system (Figure 13).

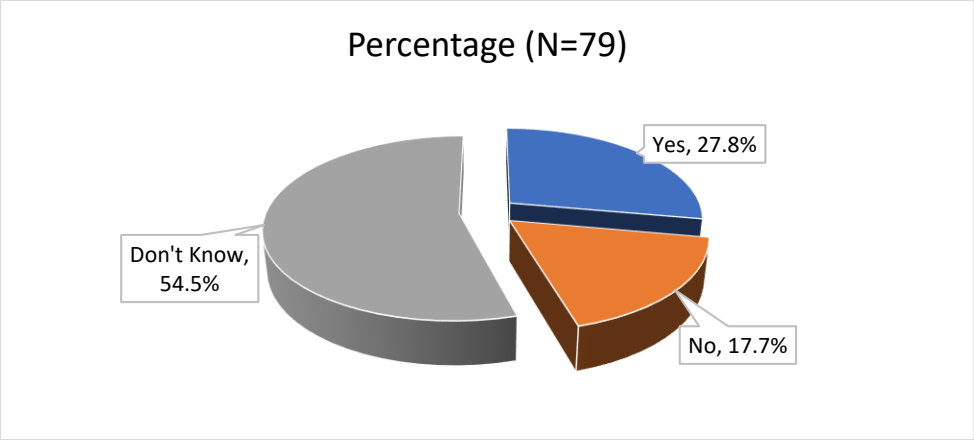

Figure 13: Availability of a computerized M&E system

This finding suggests that there may be a lack of awareness or communication around the existence and use of computerized M&E systems in health projects in Makueni County. This lack of awareness could limit the effectiveness of computerized M&E systems and the utilization of digital tools for improving the monitoring and evaluation of health projects. This information can be used to improve awareness and education around the use of computerized M&E systems, and to ensure that these systems are well-utilized in health projects in the region.

Rating of the Effectiveness of the Monitoring and Evaluation systems in terms of delivering the required outputs

The respondents were asked to rate the effectiveness of the M&E system in terms of delivering the required outputs. Most of the respondents (95.5%) rated the system as being effective, while only 4.5% believed that the system was ineffective (Figure 14). These findings indicate that the M&E system in place for health projects in Makueni County is generally well-regarded by those involved in its implementation. The effectiveness of the system is likely contributing to successful health project outcomes, meeting the required outputs, and meeting project objectives. This information can be used to reinforce the use of the existing M&E system and to identify areas for improvement to further enhance its effectiveness.

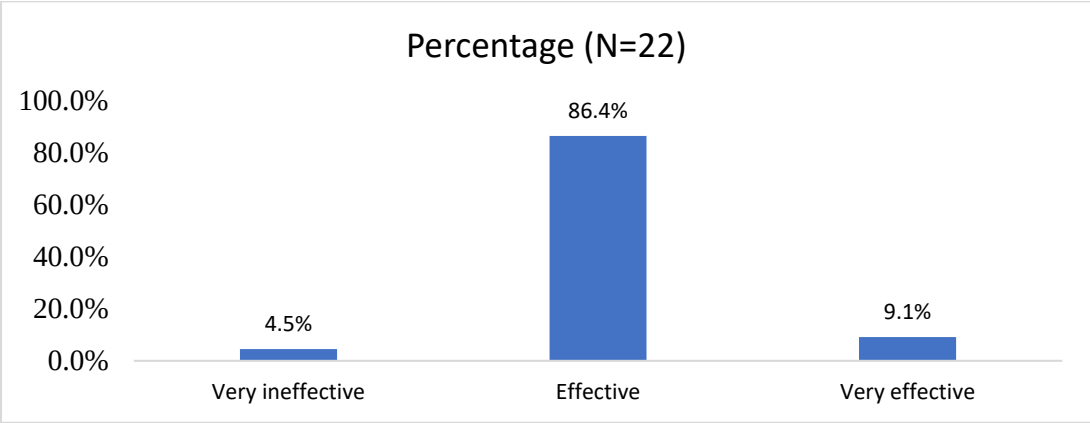

Figure 14: Effectiveness of the M&E systems in terms of delivering the required output

Accessibility of the system to all staff involved in health projects

The respondents were asked whether the system was accessible to all the staff involved in the health projects. Majority (54.5%) believed that the system was not accessible, while 45.5% believed that the system was accessible (Figure 15).

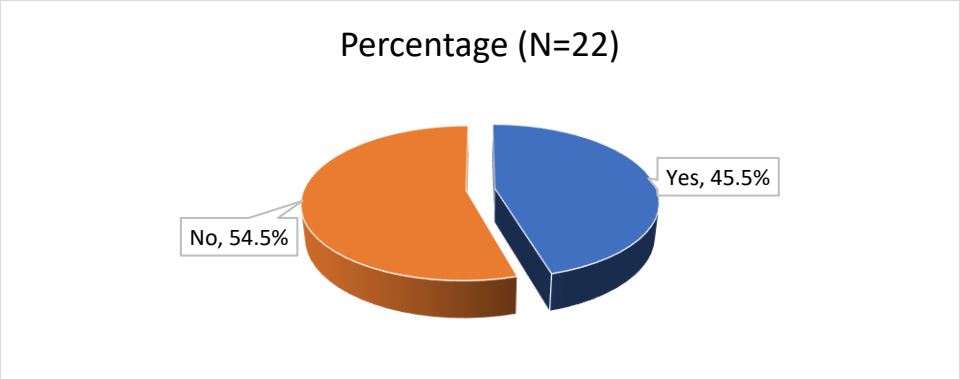

Figure 15: Accessibility of the M&E system

The results indicate that when asked whether the M&E system was accessible to all staff involved in the health projects, a majority of respondents (54.5%) believed that the system was not accessible. This finding suggests that there may be barriers preventing some staff members from accessing the M&E system, which could limit the effectiveness of the system in monitoring and evaluating the health projects. On the other hand, 45.5% of the respondents believed that the system was accessible, indicating that there may be efforts in place to make the system available to staff members. These results suggest that there is a need to improve the accessibility of the M&E system to ensure that all staff members have access to it, and to facilitate the effective monitoring and evaluation of health projects.

Monitoring and evaluation tools

Efficiency of the M&E design in place in health projects to respond to core issues targeted by the projects
Most of the respondents (53.2%) reported that the M&E design in place was efficient to respond to core issues targeted by the projects, while 36.7% were not aware of the M&E design's efficiency (Figure 16).

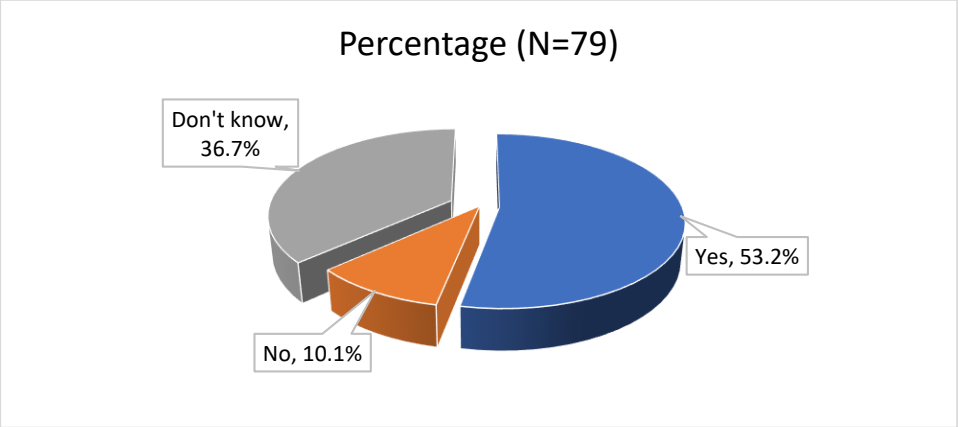

Figure 16: Efficiency of the M&E design

The results indicate that when asked to rate the efficiency of the M&E design in responding to the core issues targeted by the health projects, the majority of the respondents (53.2%) reported that the design was efficient. This finding suggests that the M&E design in place was well-suited to address the core issues targeted by the health projects, and that the system is effective in monitoring and evaluating progress towards project goals. However, a significant proportion of the respondents (36.7%) were not aware of the M&E design's efficiency, indicating that there may be some gaps in communication and awareness around the system's effectiveness. These results suggest that efforts may be needed to improve communication and knowledge sharing around the M&E system to ensure that all stakeholders are aware of the system's effectiveness and the progress being made towards project goals.

Adequacy of computerization of the M&E operations in health projects
When asked to gauge the adequacy of computerization of the M&E operations, 39.2% of the respondents believed that they are adequate, 21.6% reported that it was inadequate while 38% remained indifferent (Figure 17). The findings suggest that when asked to rate the adequacy of computerization of M&E operations, a plurality of the respondents (39.2%) believed that the computerization was adequate. However, a substantial proportion of the respondents (21.6%) reported that it was inadequate, indicating that there may be some areas in which the system could be improved. Additionally, a relatively high proportion of the respondents (38%) remained indifferent or

were unable to rate the adequacy of computerization. This finding suggests that there may be some communication or knowledge gaps around the computerization of M&E operations, which could be addressed through improved training and awareness-raising efforts.

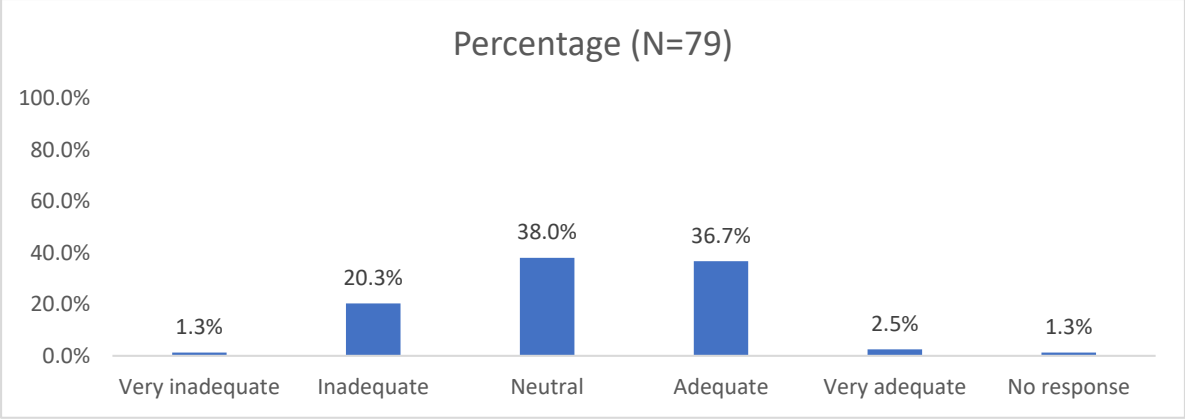

Figure 17: Adequacy of computerization of M&E operations

Ability of the current government policies on M&E to make the health project a success story

Majority of the respondents (83.5%) agreed that the current government policies on M&E will enable the health projects to be a success story. he results indicate that a large majority (83.5%) of the respondents agreed that the current government policies on M&E will enable the health projects to be a success story. This finding is significant, as it suggests that the respondents perceive the government policies on M&E as being aligned with the goal of promoting successful health projects in the region. This perception may reflect a belief in the government's commitment to supporting effective M&E practices and ensuring that health projects are implemented successfully.

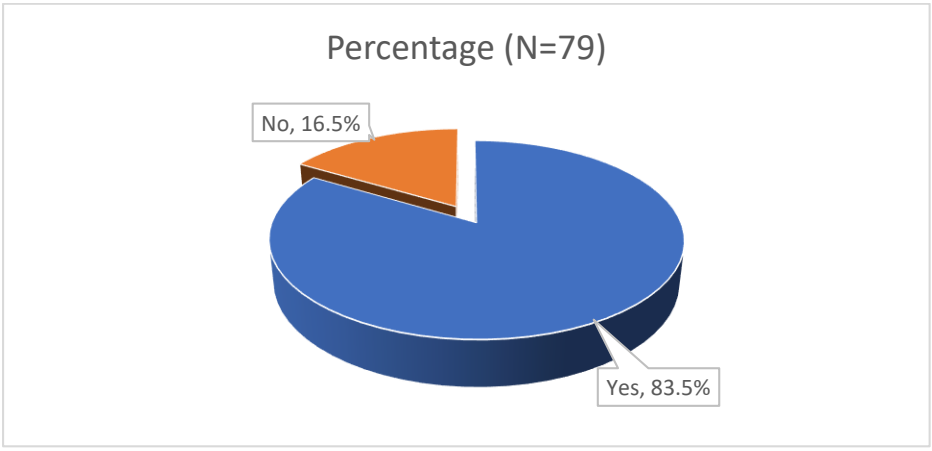

Figure 17: Ability of government policies to enable health projects succeed

Knowledge of Monitoring and Evaluation Tools

When asked to name the M&E tools that they had knowledge about, 26.6% of the respondents had heard about variance analysis tool, 32.9% had heard about work breakdown structure, 53.2% had heard about evaluation survey tool, 77.2% had heard about site visit report and 26.6% had knowledge of log frame matrix (Table 3).

Table 3: Knowledge of various M&E tools

Monitoring and evaluation tool	Yes **n(%)**	**No** **n(%)**
a. Variance analysis tool	21 (26.6%)	58 (73.4%)
b. Work breakdown structure	26 (32.9%)	53 (67.1%)
c. Evaluation survey tool	42 (53.2%)	37 (46.8%)
d. Site visit report	61 (77.2%)	18 (22.8%)
e. Log frame matrix	21 (26.6%)	58 (73.4%)

The results indicate that the respondents had varying levels of knowledge about different M&E tools. The evaluation survey tool was the most widely known tool, with 53.2% of the respondents having heard about it, followed by site visit report (77.2%). Work breakdown structure was known by 32.9% of the respondents, while variance analysis tool was known by 26.6%. Log frame matrix was the least known tool, with only 26.6% of the respondents having knowledge about it. These results suggest that there is a need to increase awareness and training on the different M&E tools among project managers in the health sector, particularly for those tools that are not well-known. This can help improve the effectiveness of monitoring and evaluation in health projects, which can in turn lead to better project outcomes.

Effectiveness of the Tools to give the intended data

When asked to rate the effectiveness of the tools to give intended data, 70.9% of the respondents agreed that the tools were effective, while 5.1% believed the tools were ineffective and 24.1% remained indifferent

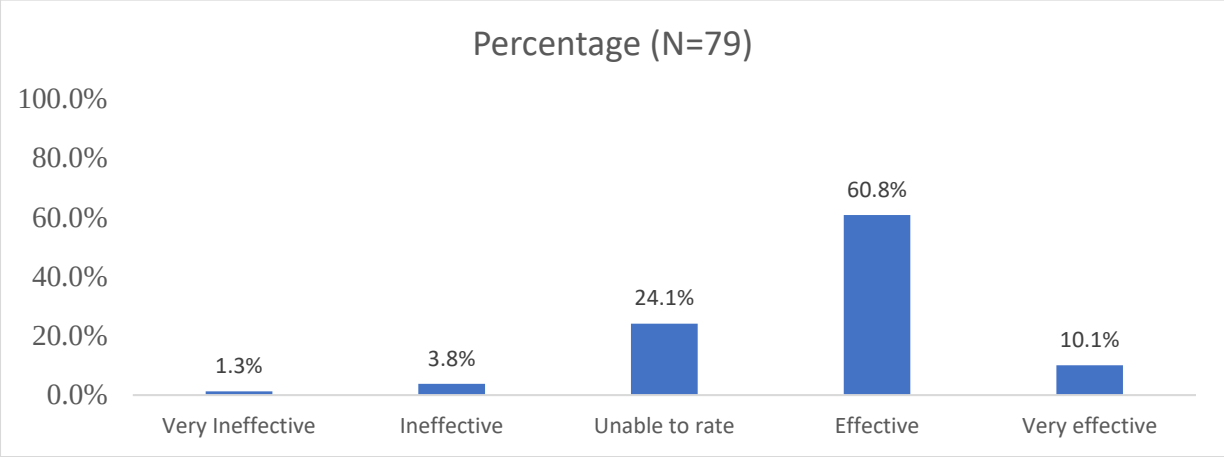

Figure 18: Effectiveness of the M&E tools

The majority of respondents (70.9%) in the study believed that the M&E tools they were familiar with, including variance analysis, work breakdown structure, evaluation survey, site visit report, and log frame matrix, were effective in giving the intended data. This suggests that the tools are well-suited for the purposes for which they are intended and can provide accurate and relevant information for decision-making. However, a small proportion of respondents (5.1%) believed that the tools were ineffective, which may indicate that there are limitations or challenges with these tools in certain contexts or situations. The relatively high percentage of respondents (24.1%) who remained indifferent suggests that there may be a lack of knowledge or understanding about the effectiveness of the M&E tools among some project managers.

Effectiveness of mentioned Government Policies in implementation of M&E practices in health project

When asked to rate the effectiveness of various government policies in implementing M&E practices, 92.4% believed government policies were effective in general, 83.5% reported effectiveness of contracts preparation, 62.1% believed that duration of funding as effective, while 70.9% and 65.8% reported effectiveness of government planning horizon, and operation and maintenance costs (Table 4). This indicates that the government policies related to M&E practices were perceived to be effective by a majority of the respondents. The high percentage of respondents who perceived the policies as effective suggests that the policies were perceived to be well-designed and well-implemented, which could lead to successful implementation of M&E practices in the health projects in the region.

Table 4: Effectiveness of Government Policies in Implementation of M&E practices

Mentioned government policies	Rating						
	Very ineffective n(%)	Ineffective n(%)	Do not Know n(%)	Effective n(%)	Very effective n(%)	No response n(%)	Mean (SD)
a) Government policies		3 (3.8%)	2 (2.5%)	62 (78.5%)	11 (13.9%)		4.04 (0.568)
b) Contracts preparation	1 (1.3%)	7 (8.9%)	4 (5.1%)	61 (77.2%)	5 (6.3%)	1 (1.3%)	3.79 (0.745)
c) Duration of funding	2 (2.5%)	25 (31.6%)	3 (3.8%)	45 (57.0%)	4 (5.1%)		3.30 (1.05)
d) Government Planning horizon	1 (1.3%)	15 (19.0%)	5 (6.3%)	49 (62.0%)	7 (8.9%)	2 (2.5%)	3.60 (0.950)
e) Operation and maintenance costs	3 (3.8%)	21 (26.6%)	3 (3.8%)	46 (58.2%)	6 (7.6%)		3.39 (1.08)

Project performance

Effectiveness of existing government policies in relation to formulating and implementing of Monitoring and Evaluation practices in health projects

When asked to rate the effectiveness of existing government policies in relation to formulation and implementation of M&E practices in health projects, 84.4% of the reported that the existing government policies were effective, while only 5.1% believed that they were ineffective. 10.1% remained indifferent (Figure 19).

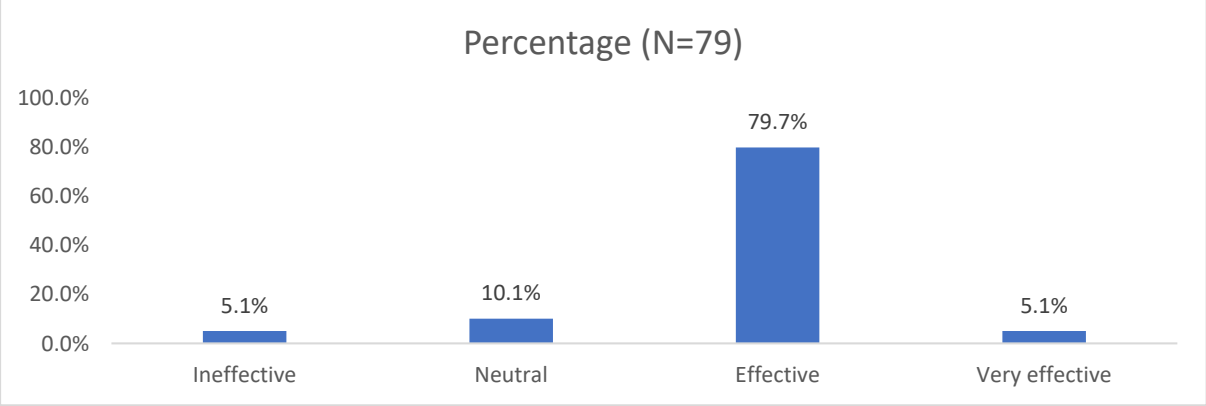

Figure 19: Effectiveness of existing Government policies in relation to formulation and implementation of M&E practices

The result shows that a majority of the respondents (84.4%) believed that the existing government policies in relation to formulation and implementation of M&E practices in health projects were effective. This suggests that the government has put in place policies that support the implementation of M&E practices in health projects in the region. The low proportion of respondents (5.1%) who rated the policies as ineffective further confirms that the government has made efforts to provide a favorable environment for the implementation

of M&E practices in health projects. This is important as it ensures that the health projects are monitored and evaluated effectively, leading to the achievement of the intended objectives.

Conclusions

In conclusion, this study aimed to investigate the influence of monitoring and evaluation on the performance of health projects in Makueni County. The study found that the majority of the project managers had been trained in M&E, but the level and length of training varied. The study also found that there was a lack of knowledge among the staff involved in M&E on the formulation and implementation of various components in health projects. The project managers rated the effectiveness of the M&E system as positive, but there were concerns over the accessibility of the system and the feedback system from contractors. The study also revealed that government policies on M&E and contracts preparation were effective in the implementation of health projects.

Furthermore, the study found that health projects in Makueni County were mostly government-funded, and that the M&E design in place was efficient to respond to core issues targeted by the projects. However, there were concerns over the competency of the staff conducting M&E and the tools used to give intended data. It is recommended that future research should investigate how the training of staff in M&E can be improved, the accessibility of the M&E system, and the adequacy of the tools used in M&E. Overall, the study provides useful insights that could inform policy and practice in the planning and implementation of health projects in Makueni County and beyond.

Recommendations

The study makes the following recommendations based on the findings of the study.

i. The Makueni County government should prioritize the training of project managers in the design and implementation of monitoring and evaluation systems to improve the performance of health projects in the county.
ii. The county government should invest in computerization of M&E operations to improve accessibility, effectiveness, and adequacy of M&E tools, data, and systems.
iii. There is a need for the county government to put in place a system for regular and effective feedback from contractors to project managers and county government to improve accountability and transparency in health projects.
iv. The government should provide adequate resources and support for the implementation of M&E planning, systems, and tools in health projects to ensure that health projects are finished within the stipulated budget and time while meeting the specifications such as cost, expected outcome, deliverables, and customer satisfaction.
v. The government should ensure that M&E policies are aligned with the needs of the community and that they are effective in promoting good M&E practices in health projects.

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