

**EFFECTS OF PARTICIPATORY BASED MONITORING AND EVALUATION APPROACH ON
PROJECT IMPLEMENTATION:A CASE OF TRADEMARK EAST AFRICA**

BY

VALERIE MORAA OBEGI

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DECLARATION

This research proposal is my original work and has not been submitted to any other university or institution of higher learning for examination.

Sign _____

Date _____

VALERIE MORAA OBEGI

L50/71749/2014

This research proposal has been submitted for examination with my approval as the University Supervisor.

MR. JOHNBOSCO KISIMBII

LECTURER, DEPARTMENT OF EXTRA-MURAL STUDIES

UNIVERSITY OF NAIROBI

Signature..... Date

DEDICATION

I dedicate this work to my family;my lovin dad---mr...and mum—mrs..... Their love, support, prayer, patience, encouragement and utmost understanding have been giving me determination to continue with my proposal.

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LIST OF ABBREVIATIONS

CBOs:	Community Based Organizations
LDCs:	Less Developed Countries
M&E:	Monitoring and Evaluation
TMEA:	TradeMark East Africa
EAC:	East Africa Community
NCST:	National Council for Science and technology
NGOs:	Non-Governmental Organizations
OECD:	Organization for Economic Cooperation and Development
PM&E:	Participatory Monitoring and Evaluation
SPSS:	Statistical Package for Social Sciences
NPM:	New Public Management
WDR:	World Development Report
PCM:	Project Cycle Management
DFID:	Department for International Development

ABSTRACT

Participatory monitoring and evaluation (PM&E) offers new ways for strengthening learning and change both at community, project and institutional level. PM&E can and has been used for various purposes, including project planning and management, organizational strengthening and learning, understanding and negotiating stakeholder interests, and the assessment of project outcomes and impacts. In the same spirit this study topic was identified and its main purpose was to determine effect of participatory based monitoring and evaluation approach on implementation of projects; the case of TradeMark East Africa development projects. The specific objectives of the study included: - to determine the influence of collaborative decision-making and problem-solving on project implementation at TMEA, to determine the influence of beneficiary ownership & participation on project implementation at TMEA, to determine the influence of transparency and accountability structures on project implementation at TMEA and, to determine the influence of institutional factors on project implementation at TMEA. The study used a descriptive survey design targeting all the 107 individuals who included 7 Project managers 15 Project coordinators, 5 Beneficiaries (Indirect Employees), 30 Project implementation and coordination team members and 50 other Stakeholders from KPA and other agencies based in Mombasa. This study used the Krejcie & Morgan sample table of 1970 to sample 86 respondents for the study, that was later coupled with stratified sampling whereby the target population was put into stratum as per their characteristics and the exact sample population calculated using $(N/107) \times 86$: where N is the target population in each stratum, 107 is the total target population is all the stratum, and 86 is the value gotten from Krejcie & Morgan sample table of 1970. Data was collected using a semi-structured questionnaire that had both closed and open-ended questions. These questionnaires were distributed to the field by emails, using research assistants and later on they picked and sorted for analysis. Out of the 86 questionnaires given to the field, only 65 were fit for use in the analysis. Qualitative data was analyzed using descriptions and elaborative explanations while, the quantitative data obtained was analyzed through inferential and descriptive statistics and presented through frequency tables, percentages and means. From the findings, all the four independent factors as indicated in the objectives and conceptual framework had an influence in the implementation of projects. Hypothesis was tested using the simple Chi-Square calculations and the alternative hypothesis was accepted and null hypothesis rejected in all the situations of this study. Chapter five gave the summary of the findings in relation to the objectives; it did give the discussions, recommendations and the areas that could be studied in future.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The World Bank (2014) defines participatory based and evaluation as the approach that involves stakeholders such as the project beneficiaries, staff, and donors and community in the design and implementation of the project monitoring and evaluation as opposed to the conventional approach. Ideally all the stakeholders in the participatory monitoring and evaluation (PM&E) are involved in identifying the project, the objectives and goals and identification of the indicators that will be used in monitoring and evaluation. The stakeholders are also involved in collection and analysis of the data and capturing the lessons. The role of the managers of the project is to facilitate the monitoring and evaluation process.

Participatory based Monitoring and Evaluation (PM&E) has also been defined as a process of self-assessment, knowledge generation and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data and take action as a result of what they learn through this process. Philosophically, PM&E seeks to honour the perspectives, voices, preferences and decisions of the least powerful and most affected stakeholders and local beneficiaries. Guijt & Gaventa (1998) have defined PM&E as an approach which involves local people, development agencies, and policy makers in deciding together how progress should be measured and results acted upon while McAllister & Vernooy (1999) say that it is the systematic collection of information pertinent to the orientation and results analysis of the project that allows for a self-critical view and facilitates the reformulation of activities during their course. In defining PM&E the World Bank (2012) indicates that it is a radical new way of assessing and learning.

Over the last decade there has been dramatic growth in the number of Non-Governmental Organizations involved in development aid, in both developed and developing countries. The total amount of public funds being spent through Non-Governmental Organizations has grown dramatically and the proportion of development aid going through Non-Governmental Organizations, relative to bilateral or multilateral agencies, has also increased (World Bank, 2012). Associated with the growth has been a growing concern about identifying the achievements of Non-Governmental Organizations. Internationally, donors, governments and Non-Governments are insisting upon participatory approaches in assessing needs and implementing programmes.

With increased emphasis on the importance of participation in development, there is a growing recognition that M&E of development & other community-based initiatives should be participatory. There is also an increase in monitoring and evaluation by donors and governments. This is affected by several factors: the trend in many management circles towards performance-based accountability & management by results, growing scarcity of funds leading to a demand for demonstrated success, a new move towards decentralization & devolution, providing a need for new forms of oversight, and the growing capacity for Non-Governmental Organizations and Community-Based Organizations as actors in the development process (World Bank, 2014).

Estrella & Gaventa (1998) and Guijt & Gaventa, (1998) write that the issues which affect the interest in participatory based Monitoring and Evaluation include the trend in management circles towards performance based accountability, the growing scarcity of funds, the shift towards decentralization and devolution of central government responsibilities and authority to lower levels of government, necessitating new forms of oversight to ensure transparency and to improve support to constituency-responsive initiatives and stronger capacities and

experiences of NGOs and CBOs as decision makers and implementers in the development process.

Hickey & Mohan (2004), point out that participation in development theory and practice has taken different dimensions and approaches over time. From 1940s to 50s, the colonial approach was community development and participation was regarded as an obligation of citizenship; citizenship formed in homogenous communities. The locus or level of engagement was a community. From 1960s to 1970s, the post-colonial era approach was community development, political participation and emancipatory participation and participation in form of voting, and campaigning. Political party membership was regarded as a right and obligation of the citizen.

Participatory citizenship was also regarded as a means of challenging subordination and marginalization. For this period, the locus or level of engagement were political systems and constituent parts, economic and civic spheres, communities and citizens. The period beginning in the 1980s, participatory approach was participation in development and its focus was in projects rather than in broader political communities. The most actors have been the development professionals, participation learning groups, Non-governmental organizations (NGOs), World Bank, and United Nations agencies. It has been realized that due to the ineffectiveness of externally imposed and expert-oriented forms of project planning, management and implementation coupled with top-bottom approach, major donors and development organizations embarked on participatory approaches purposely to empower local people, capture indigenous people's knowledge, and ensure sustainability and efficiency of interventions (Hickey & Mohan, 2004).

Since the late 1990s to the present, the approach has been participatory governance and citizenship participation. Participation is regarded as primarily a right of citizenship and its level of engagement is at citizens, civil society, state agencies and institutions. The focus is on convergence of social and political participation, scaling up of participatory methods, state-civic partnership, decentralization, participatory budgeting, citizens' hearings, participatory poverty assessments, poverty reduction strategies programme consultations among others (Hickey & Mohan, 2004).

In Kenya, PM&E has been for many decades synonymous with political participation. The political systems were organized around the clan. Each clan managed its own affairs, elected its own leaders, settled disputes between its members, and held the belief and practice that all important decisions affecting the community could be made through a consensus of elders representing different clans constituting a particular community (Burke, 1964; Karugire, 1980).

1.2 Statement of the Problem

Many development programmes and projects have been introduced and developed with participatory approaches so as to bring the disparate voices of the people into the development process. However, despite the sounding implementation framework, most projects have increasingly become a subject of debate and criticisms among different sections of the public in Kenya. Total participation by everyone at all stages of an evaluation is neither possible, nor desirable in terms of either empowerment or reliability of information. Importantly, participation cannot be seen as an easy means for addressing (or circumventing) power relations, inequalities and conflicts of interest inherent in development itself.

Participatory processes do not substitute for institutional commitment to wider goals of pro-poor development which may or may not be key concerns of many participants. These have

been expressed in the media reports, and various public forums. It is these issues that precipitate the researcher to undertake a scientific research as an attempt to assess whether or not these anomalies can be linked to the issue of participatory based monitoring and evaluation approach on project implementation a case of TradeMark East Africa.

TradeMark East Africa is a Company Limited by Guarantee registered in Kenya. It is funded by a range of development agencies to promote regional trade and prosperity in East Africa. The organization's vision is a united East Africa with flourishing trade, strong investment and less poverty and their mission is to promote rapid advances in East Africa's integration, trade and global competitiveness for all East Africans. TMEA was founded in 2010, but became fully operational in 2011. TradeMark East Africa (TMEA) works closely with East African Community (EAC) institutions, national governments, the private sector and civil society organizations to increase trade by unlocking economic potential through: Increased physical access to markets, enhanced trade environment and improved business competitiveness (TMEA, 2010)

Under the guidance of a partnership framework, Joint steering, coordination and implementation committees with representatives from TMEA, donor agency and key beneficiaries have been formed stipulating clear policies and regulations that assist in the development, implementation, monitoring and evaluation of the programmes with a commitment to focus on results, impact, and mutual accountability and to provide evidence towards aid effectiveness. However, a number of challenges are observed such as: lack of institutional commitment and capacity to implement effective participatory processes and power struggles during the participatory consultation, governance problems: weak policy management, implementation & monitoring capacity, public accountability systems and a

downward accountability system hardly existing with low responsiveness of public institutions.

Besides, there are divergent views in the literature about participatory based monitoring and evaluation approaches to project development. According to World Bank (2002) Participatory Monitoring & Evaluation approaches increase ownership, autonomy, accountability and transparency & strengthens commitment to implement corrective actions in development projects (World Bank, 2002). Significant criticism has subsequently been levelled against the approach. Cooke & Kothari (2001) argue that, there has been an inexorable spread of participation as an approach that has produced tyrannical effects resulting in illegitimate and unjust exercises in power. Previous studies therefore document little evidence of the long-term effectiveness of participation in materially improving the conditions of the most vulnerable people or a strategy for social change. This is critical in understanding the relationship between participation and social change. It was thus necessary to examine these divergent views in line with the suggested participatory based monitoring and evaluation approach on project implementation in companies, a case of TradeMark East Africa.

1.3 Purpose of the Study

The purpose of this study was to determine the effect of participatory based monitoring and evaluation approach on project implementation the case of TradeMark East Africa.

1.4 Objectives of the Study

The study was based on the following objectives:

- a) To determine the influence of collaborative decision-making and problem-solving on project implementation at TradeMark East Africa.
- b) To determine the influence of beneficiary ownership and participation on project implementation at TradeMark East Africa.
- c) To determine the influence of transparency and accountability structures on project implementation at TradeMark East Africa.
- d) To determine the influence of institutional factors on project implementation at TradeMark East Africa.

1.5 Research Questions

The study sought to answer the following research questions: -

- a) What is the effect of collaborative decision-making & problem solving on Project Implementation at TradeMark East Africa?
- b) What is the effect of collaborative beneficiary ownership & participation on Project Implementation?
- c) What is the effect of transparency & accountability structures on Project Implementation at TradeMark East Africa?
- d) What is the effect of institutional factors on Project Implementation at TradeMark East Africa?

1.6 Research Hypothesis

The research was guided by the following alternative research hypothesis normally denoted as (**H₁**):

H₁: Collaborative decision-making and problem-solving has an influence on project implementation at TradeMark East Africa.

H₁: Beneficiary ownership and participation has an influence on project implementation at TradeMark East Africa.

H₁: Transparency and accountability structures have an influence on project implementation at TradeMark East Africa.

H₁: Institutional factors have a significant influence on project implementation at TradeMark East Africa.

1.7 Significance of the Study

The findings of the study are expected to be beneficial to the following:

The company's managers will benefit from the results of this research by enabling them incorporate tools and indicators for monitoring and evaluation of projects undertaken. Besides they will learn best process and methods that promote effective monitoring and evaluation.

The officers charged with monitoring and evaluation like those from the ministry of state for planning National Development and vision 2030, will be determined to develop modify or design tools that will determine efficiency, effectiveness, relevance and impact of evaluation. Similarly project committee together with other smaller Committee will be equipped with strategic on how to monitor and evaluate project effectively.

All the stakeholders in the management and governance of the projects will be sensitized on their roles in the monitoring, evaluation and management of project. This will pre-empt any conflicts and disagreements associated with project development process.

The study seeks to contribute to the existing body of knowledge through an empirical investigation into participatory based monitoring and evaluation in projects development programmes in Kenya and its contribution to their outcomes. The research findings would also

be a useful source of information for researchers, development practitioners and public policy formulators and analysts in Kenya and beyond.

1.8 Assumptions of the Study

The study was based three assumptions with the first option being all respondents could give honest responses upon which the study findings will be based; a fact that held.

Another assumption that held was, project managers were assumed to have greater understanding of monitoring and evaluation of projects because they are involved in all aspects of project management.

Finally, the study assumed that, the company engages in monitoring and evaluation of projects; a fact that held.

1.9 Limitations of the Study

It could not be possible to control the perceptions of the respondents as they respond to research instruments. This might affect the validity of the responses because some respondents might give socially acceptable but not honest answers (Kimani, 2010). However, the researcher assured the respondents of confidentiality of their responses to enhance reliability.

1.10 Delimitation of the Study

The study basically sought to determine influence of participatory based monitoring and evaluation approach on project development, a case of Trademark East Africa Development Projects. The study limited itself to projects implemented in Mombasa County. The study only concentrated on the following aspects: collaborative decision-making & problem-solving, beneficiary ownership, beneficiary participation transparency & accountability structures and institutional factors.

1.10 Definition of Significant Terms

Collaborative Decision-making & Problem-solving –To partner with the stakeholder/beneficiary including the development of alternatives, making decisions and the identification of preferred solutions.

Beneficiary Ownership & participation – Persons and the communities that use the project outputs: the entities that development-aid projects and thus have a say in the decisions made. Beneficiary participation means is a process through which all members of a community or organization are involved in and have influence on decisions related to development activities that will affect them. That implies that development projects will address those community or group needs on which members have chosen to focus, and that all phases of the development process will be characterized by active involvement of community or organization members.

Transparency and Accountability – Transparency is operating in such a way that it is easy for others to see what actions are performed. accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

Institutional Factors – These are the rules, norms, policies, regulations and routines that guide the processes and behavior of an organization.

1.11 Organization of the Study

This study is organized into five chapters. Chapter one deals with the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions,

significance of the study, limitations and scope of the study, assumption of the study, definition of significance terms and organization of the study. Chapter two comprises literature review and deals with introduction, theoretical review, review of related literature, theoretical framework, summary of the reviewed literature and conceptual framework. Chapter three describes the research methodology. It includes introduction, research design, target population, sample and sampling procedures, data collection procedures and data analysis techniques. Chapter four comprises interpretation and analysis of data collected. Chapter five comprises discussion, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review related to the study, theoretical and conceptual framework of the study. This study reviewed scholarly literature on the four objectives. It is divided into three sections. This section provides a discussion of empirical literature on the effects of collaborative decision-making & problem-solving, beneficiary ownership & beneficiary participation, institutional factors and accountability structures on project

implementation. The second section presents a conceptual framework that highlights the relationship between the dependent variables and the independent variables.

2.2 The Role of Collaborative Problem-Solving and Decision-Making in Project Implementation.

The implementation of any project requires clear thinking about the relative importance of stakeholders in achieving project outcomes. As a PM&E process involves different stakeholders, this invariably requires engaging with varying interests that are played out through existing power relationships, thus making the process deeply political (Agrawal & Ribot, 1999)

Inevitably, PM&E will require negotiation to reach agreement about who will participate, what will be monitored or evaluated, how and when data will be collected and analysed, what the information means, and how findings will be shared, and what action will be taken. The resulting insights can be used to improve the performance of interventions, and also to prepare better when negotiating with other actors. Opening up project management, service providers or local government staff to comments from beneficiaries, users or citizens can be perceived as threatening and may lead to some resistance (Gujit, 1998). Therefore, for a PM&E process to deliver, a culture that rewards innovation and openness about failure is required and may need to be formed. It is also important that norms, procedures and incentives are in place that supports transparency, accountability, and learning. And as interventions take place over several years, flexibility is essential, since the number, role, and skills of stakeholders, and contextual conditions change over time (Agrawal & Ribot, 1999)

Clearly, improved service provision and local development require the input and collaboration of a multitude of actors. Usually there are multiple stakeholders involved in local development,

which may include project staff, customary authorities, formal and informal community-based organizations and groups, NGOs, local government agencies, private and public service providers, politicians and entrepreneurs. The relation between office or duty bearers and right holders may shape these stakeholder interactions; the challenge is to arrive at a dialogue on expectations, roles and responsibilities (Donaldson, 2001).

Smooth partnerships are essential for efficiency, to avoid duplication and prevent gaps. However, this is easier said than done. In a multi-stakeholder setting, being clear on responsibilities and quality standards, sharing information, undertaking joint analysis, and honoring agreements is often a challenge. Network governance is about enhancing functional and transparent relationships between stakeholders working on similar issues in an informal or formal partnership context, such as coordination meetings, platforms and public-private dialogues (AWEPA, 2009).

The 2004 World Development Report on pro-poor service delivery recognized this issue and introduced the ‘accountability framework’ that analyses the linkages between citizens, service providers and policy makers and how these can be used for improving performance. Inviting primary stakeholders to engage in a PM&E process only makes sense when it is focused on activities that are largely within the realm of action of these actors: in other words, when the primary stakeholders conclude that changes are needed, they can implement most of them themselves, even if some constraints identified have to be addressed at other levels (World Bank, 2004).

The implementing agency, however, should be prepared to discuss findings that concern them and act upon these when appropriate. There is nothing more demotivating for stakeholders than to see their findings and propositions ignored - this will quickly lead to waning interest and

high drop-out rates. PM&E should therefore be used selectively. If communities or primary stakeholders have little influence on the intervention that will be implemented in their midst, starting a PM&E process with them is not a good idea (World Bank, 2003).

Under these circumstances, other strategies may be more effective for strengthening local governance, such as building information and communication flows, and creating space for dialogue. Also, other social accountability types of activities may be required to work towards more local control over interventions (AWEPA, 2009).

Stakeholders directly involved in or affected by the very development activities meant to benefit from them have little or no input in the evaluation, either in determining questions asked and types of information obtained, or in defining measures of success. In response to these problems and criticisms of conventional M&E, new ways of monitoring and evaluating development interventions have evolved. These innovative approaches aim to make monitoring and evaluation more participatory and effective by including a wider range of stakeholders at every stage of the process (Abbot and Guijt 1998). By encouraging stakeholder participation beyond data gathering, PM&E is about promoting self-reliance in decision making and problem solving, therefore strengthening people's capacities to take action and promote change (Abbot and Guijt 1998).

2.3 The Role of Beneficiary Ownership & Participation in Project Implementation.

The term local ownership is used frequently in debates on development and foreign aid and brings into focus the implied conditionality of external financial, technical support and peace building. What exactly local ownership means in the context of conflict transformation projects has not been precisely defined so far. As a response to the challenges of the new millennium,

many donors and multilateral agencies have emphasized the need for local ownership (Brody, 2003).

Although it has become increasingly important in that context, the literature directly addressing local ownership and its conceptualization or implementation is disproportionately modest. Reviewing the literature about local ownership in the development discourse, it is obvious that the term is hardly used to signify full control over all aspects or possession of the process by local actors. Rather, ownership refers to the respective capacities of different stakeholders, their power or capacity to set and take responsibility for a development agenda and to muster and sustain support for it (Brody, 2003).

With regard to project implementation, the importance of local actors has been increasingly acknowledged since the mid 1990s, with project activities being more and more conceptualized not as a top-down process, but as a form of engagement involving the entire society. Experience has shown that such activities are unsustainable if they are conceptualized entirely by outsiders and merely implemented locally. Rather, local actors have to be integrated into the design and decision-making process, in order for the process to work at all (Banerjee et al., 2010).

It is crucial for long term sustainability that efforts are locally conceived and led. This means the project management scenario of today calls not just for increased participation but even for complete ownership of the process, in order to guarantee effectiveness and sustainability. This is why local ownership was able to establish itself as one of the key principles in UN operations. While most actors would agree on the value of this principle, there are likely to be vast differences in the perception of the consequences of full support of local actors and in particular the implications for third parties. Participation is desired by all, but surely this is just one step

in guaranteeing sovereignty for local actors and their integration into all decision-making processes (Donaldson, 2001).

The term local ownership remains rather vague and undefined in its usage, particularly in policy papers, which have – albeit unintentionally – drawn attention to the idea. Even in conceptual frameworks, where the importance of local ownership is highlighted, the concrete meaning or implication of such a guiding principle is barely discussed. The same is true for the term local peace actors, where there is rarely any reflection on which persons or groups this label actually refers to. Calling for local ownership implies calling for the withdrawal of external control of project processes and for more responsible third party involvement (Diamond 1999).

The choice of local partners reflects the principles, values and interests of the outside party. This entails a decision, often taken from abroad, as to who may be the beneficiaries of funds and support, creating a certain power shift. This power shift might actually destabilize the system and foster a social change which might not be in the interest of a great majority of local actors. Thus the power which outsiders have in their hands can indeed be enormous, although it should not be overestimated (Blair, 2000).

If project managers and stakeholders are not included in the design and identification of results, they cannot be expected to feel responsible, or be held responsible, for project performance; if they are included, they tend to buy into the project and feel empowered and accountable to reaching project objectives; these actions, in turn, help spur team-building, joint-problem solving and local developing country management capacity (World Bank, 2013).

More participatory approaches to projects are one way to ensure greater accountability to the recipients of aid, because their inclusion will automatically ensure greater transparency and responsiveness to them and compliance with their values and ideals. Open communication

helps clarify roles and responsibilities among all stakeholders before, during and after an evaluation; and consensus-building means that all stakeholders, not just some (funders, managers or executing agencies) share accountability; this, in turn, helps all stakeholders to avoid being overly conservative and risk-averse for fear of having to bear all risks and accountability. Communities may engage in activities not of their own free will but through outside inspiration or motivation (ECOSOC, 2009).

This passive participation is needs-driven and is not motivated by a deep conviction or commitment to the venture. Extraneous organizations should allow communities to identify their needs and propose strategies to address them. Traditional formations and structures are best placed to achieve this. However, it should be recognized that many participatory approaches have an immediate cost in terms of people's time, but benefits may not arrive for a long time. If the promotion of people's participation is an explicit goal, then the outcome and effect of it will need to be monitored and evaluated (Blair, 2000).

This does not imply simply participatory evaluation, although this will necessarily be a part of it. It will be necessary to monitor the development of people's participation in the context of project or programme activities and in relation to the development of people's knowledge, skills, and understanding. Thus the power of foreign funding can even create a landscape of local NGO activities, which fulfil the needs of outsiders more adequately than supporting inside development needs (Blair, 2000).

In different societies, important social institutions, which provide community development, might function less formally, thus creating a lack of formal organizations, which function in such a way that they can provide the paperwork (application, documentation) and administration that are required by Western funders (Flinders, 2005).

These structural constraints arising from the differences in social institutionalization are valid for governmental as well as non-governmental activities, forming a considerable challenge for constructive conflict transformation. The importance given to perceptions, interpretations and social norms involves highly charged cultural practices. Thus openness to the conduct of more informal social institutions is necessary for successful project implementation. Taken seriously as a guiding principle for action, local ownership would mean far more than a consulting or participatory role given to the local actors on behalf of the donors or external parties. Rather it means that local actors have the final decisive power over a project's process and outcome. Local ownership then means a power shift, which goes far beyond existing practices (Abbot and Guijt, 1998).

Local actors would not only be involved in the information gathering process or strategy development, but should have the means to decide about the agenda, strategy and budget management themselves, even decide who the beneficiaries of the project should be.⁶ How much the power to decide is currently shared can be seen in the way in which conflicting opinions about the issues of project management are made visible, expressed, managed and finally resolved. While local knowledge of the context is more accepted and thus strategic decisions are made in consultation with local partners, the mode of organization, planning and time management seems to be non-negotiable, even if the project is implemented in a different socio-cultural setting (Flinders, 2005).

In the non-governmental arena, typical cultural conflicts arise around differing attitudes towards time, time management, planning and administration. Local ownership would mean that such conflicts over planning, time management and administration, including financial management, cannot be solved by imposing a set of given rules. Rather local ownership would imply that the modes of conduct are defined by local conventions, which may often not be

intelligible to outside donors. Control over project management and development, and not only commitment and a lot of planning methods, such as objective-oriented project planning (abbreviated in German as ZOPP), Logical Framework Analysis or Project Cycle Management (PCM) have a bias towards fostering top-down processes and how the bias is treated is largely dependent upon the quality of the facilitator (Granovetter, 2005).

Giving up complete control over the development of a project as an outside funder simply cannot be in the interest of donor agencies and other external parties. Thus local ownership can hardly be the guiding principle for action of outsiders and donors. However, their aim could be a shift towards ultimate local ownership and self-dependency of the project and programme in the long run. This would assume a struggle towards practical and financial independence of the local actors. This process is also termed localization. Here, a variety of possible funding opportunities would have to exist, so that local actors can choose their strategy according to their own needs (Wood and Lavergne, 2009).

This ultimate aim, in contrast to the short-term project aim of local ownership, which can hardly be fulfilled immediately, is indeed worth pursuing in the long term. Therefore it is misleading to use the term local ownership as immediate, project objective since it covers up all those inconsistencies within the relationship between donors and recipients, more than it reveals them (Abbot and Guijt, 1998).

Participatory project launches are used to strengthen the commitment of stakeholders to the project and ease its implementation. The programme actions are meant to convince the stakeholders of the significance and usefulness of the intended activity. Given the fact that the developmental aim is to transform hierarchical and despotic structures into structures for power-sharing and participation, the message conveyed by terming a process locally owned,

while the decisions are actually taken from outside, is misleading and actually hampers the achievement of these goals (Granovetter, 2005).

In spite of the caution to be exercised in not glibly using the term local ownership to signify programmes or projects, the inherent critique behind the demand for local ownership needs to be taken seriously. The shape of the relationship between the external staff and their partner organizations is acknowledged as a decisive factor for the successful course of a project. The relationship also depends on the role external partners play and thus constitutes a variable in the project structure. Shaping the relationship in a sustainable manner should be a concern of any outside involvement (Wood and Lavergne, 2009).

Criticism of development projects is widespread, and blame for disappointing results is cast in many directions. One line of criticism which has become quite strong in the recent development literature is that development projects are too top-down and need to be more bottom-up (Maguire, 1981). Projects should involve more participation by beneficiaries. In fact, some would argue that real development, by definition, must involve beneficiaries in their own improvement (Gran, 1983).

Without participation the people may benefit but not develop from a project. Thus participation has intrinsic value. As the recognition of the value of public, popular, beneficiary, or community participation has increased, so has the range of what is meant by participation. Some authors have expanded the concept to mean empowerment and capacity-building, sometimes including institution-building. There are many logical arguments for beneficiary participation in development projects. First are the economic justifications (Chekki, 1980).

The inclusion of all relevant actors in the programme management and evaluation process means that the full range of stakeholders' needs, values and interests can be identified and

discussed. Dialogue between stakeholders helps iron out, or at least acknowledges, differences and disagreements. This makes channels of communication more transparent and controlled, and minimizes uncertainty, mystification, miscommunication and misinterpretation of evaluation criteria, contents; purposes and results. Public participation will mobilize greater resources and accomplish more with the same project budget. It is also economically efficient in that it uses generally under-utilized labor and, to a lesser extent, can build upon indigenous knowledge which also tends to be underutilized. Thus more services are provided at less cost. Another benefit of participation is better project design. Participation ensures that felt needs are served. Presumably beneficiaries will shape the project to their specific needs in ways that outside planners cannot. A sense of immediate responsibility and ownership by beneficiaries puts pressure on a project to be truly worthwhile. Then there are the spinoff arguments (Meehan, 1979).

Zaman (1984), and Esman and Uphoff (1984), among others, have stressed the importance of organization to effective participation. Organized groups have more influence on government agencies and accomplish more than unorganized groups. This is said to be even truer when the organization is created and managed by the members themselves. Not only do such organizations produce more; they also instill hope (Bamberger, 1986). Organization itself has intrinsic psychological value for people who usually feel powerless to change their conditions, but who gain courage and strength through numbers (Zaman, 1984).

Participation can become a catalyst for mobilizing further local development efforts. There tends to be greater spread effects as villagers communicate with kin and associates in other villages. Another form of spinoff are the benefits from participation itself. It creates local-level awareness, competence, and capacity where it did not exist before. Participation is not a totally unmixed blessing, however. Using existing patterns of local power and organization can

reinforce existing inequities rather than stimulate desired system change (Kolawole, 1982).

Sometimes participation faces political opposition in countries where most beneficiaries have not been included in the political system. Such organizing can be seen as threatening to political leaders, or as otherwise upsetting the political balance and generating demands and pressures that governments cannot or do not want to respond to. The main obstacle to participation, however, is the difficulty of implementing it in practice. It takes additional time and resources to mobilize less developed communities (Maguire, 1981).

One has continuously to consult with far more people than if the project were executed without their involvement. Participatory projects can slow down or run out of energy. Fragile projects may become overburdened and collapse due to organizational complexity or the frustration of those involved. A strong case can be made for providing much-needed assistance as simply and quickly as possible and not jeopardizing projects with the difficulties and Beneficiary Participation and Project Effectiveness complexities of participation (Maguire, 1981).

Participation is secondary and often not congruent with the political and organizational imperatives of conventionally managed projects. Though beneficiaries can participate as individuals, it is frequently argued that the results are greater if their participation is through organizations. Organized groups have more influence on government agencies and accomplish more than unorganized groups. This is said to be even truer when the organization is created and managed by the members themselves. Not only do such organizations produce more; they also instill hope (Kurt & Warren, 1987).

Organization itself has intrinsic psychological value for people who usually feel powerless to change their conditions, but who gain courage and strength through numbers. There are

numerous channels for organizing participation. There may be existing formal organizations such as village councils or marketing co-operatives. Examples of informal associations include kinship groups or community traditions of voluntary self-help. Projects can also create new organizations for specific types of beneficiary participation, e.g. irrigation-user associations. We look for beneficiary organization in a wide variety of forms, but we sum all forms of participation into an overall degree of participation variable for statistical analysis.

We do differentiate, however, between organizations that are engineered by the project team for the purpose of soliciting participation versus those that arise from the initiative of the beneficiaries themselves. This distinction applies to existing and newly created organizations alike (Chekki, 1980).

Distinguishing an authentically participatory organization goes beyond the technicality of whether it was externally generated or indigenous. Far more important is the prevailing spirit and modus operandi of the organization. In participatory organizations, members, rather than elite leaders, make decisions. They have a personal stake, and are not condemned to passive roles. Leaders and members are more likely to come from the same class. Both are likely to receive training. Leaders emerge rather than are preselected. Larger numbers are mobilized on a more permanent basis. Finally, there is usually some broader vision than just the project immediately at hand (Chekki, 1980).

2.4 The Role of Transparency & Accountability in Project Implementation.

Transparency and accountability initiatives have taken democratization, governance, aid and development circles by storm since the turn of the century. Many actors involved with them – as donors, funders, programme managers, implementers and researchers – are now keen to know more about what these initiatives are achieving (Ringold, 2012).

Different pressures and interests lie behind different actors' curiosity, but the consensus is clear: it is high time that we understood better the impacts and effectiveness of Transparency & Accountability. Transparency and Accountability (T&A) have emerged over the past decade as key ways to address both developmental failures and democratic deficits (Ringold 2012).

In the development and aid context, the argument is that through greater accountability, the leaky pipes of corruption and inefficiency will be repaired, aid and public spending will be channeled more effectively and development initiatives will produce greater and more visible results. For scholars and practitioners of democracy, following the twentieth century wave of democratization it is time for democracy to deliver the goods, especially in terms of material outcomes, and democratic accountability can help it do so (Bovens, 2007).

For many non-governmental organizations (NGOs) and social movements, demanding and securing accountability is a path to people's empowerment, or at least to enhanced effectiveness in responding to the needs and voices of those they claim to serve. As already noted, the 2004 World Development Report placed social accountability centre-stage by identifying service delivery failures as accountability failures. The impetus that this WDR gave to NPM-inspired social accountability has been further boosted by the global financial crisis with its consequences of public spending cuts and increased stringency in aid budgets, as well as by the persistence of corruption in the management of aid and public spending (World Bank, 2014).

NPM-inspired approaches therefore continue to proliferate. But concerns over a perceived depoliticization of social accountability are growing, not least thanks to the growing awareness in some quarters that increasing state accountability is about shifting the power balance between the state and citizens (World Bank, 2014).

A new understanding of the politics of accountability underpinning these social accountability and transparency initiatives is beginning to emerge markedly different from the widgets approach which tends to depoliticize the very political processes through which poor people access services' Over the last decade, the concept of accountability has received increased attention in the development dialogue, particularly regarding aid effectiveness. Many have argued that limited effectiveness of state accountability has undermined the achievement of development goals (McGee & Gaventa 2011 & Ringold et al., 2012).

This is especially important in an era of scarce resources and austerity measures in donor countries. A key donor in the field, the United Kingdom's Department for International Development (DFID), has explicitly recognized the link between accountability and impact, stating that in order to make every penny count and increase the reach of development initiatives, we have to ensure that officials are accountable for their commitments and the poorest people are able to access available opportunities, resources and services (Council of the European Union, 2010)

Rather than being used solely by funding and government agencies as a way of holding beneficiaries and other project participants accountable, PM&E enables local stakeholders to measure the performance of these institutions and to hold them responsible for their actions and interventions. It is envisioned that if people are able to better articulate and advocate their needs and expectations, this helps ensure that their service delivery demands will be met. For instance, in several case studies, POs/NGOs and community residents are now working together with their elected leaders in formulating local development plans and assessing whether these achieve community development objectives but also, NGOs can develop their own accountability practice through PM&E approaches, by involving different groups of

stakeholders. In effect, PM&E can help build multiple accountability linkages across different institutional levels and stakeholder groups (Leal, 2007).

McGee and Gaventa (2011) summarize three typical outcomes from social accountability interventions: Democratic outcomes: more informed, organized, and systematic engagement between citizens and the state. Developmental outcomes: more effective service delivery and public sector performance. Empowerment outcomes: increased or improved means to increase and aggregate the voice of the disengaged and vulnerable groups. Ringold et al. (2012) highlight the theory of change in reaching these outcomes: If citizens have access to information about their rights and the type and quality of services that they should expect, and if they have opportunities to use this information to affect the behavior of providers and the decisions of policy makers, they can influence service delivery.

They also highlight the key assumptions of this approach, that people are able to and willing to use information about services and that policymakers or providers are responsive to them. An important assumption in the literature is that effective social accountability efforts first require changing individuals' attitudes and values, which then bring about changes in programs. To do this effectively, an essential element of social accountability programs understands the incentives and interests of different actors that drive change. These relationships may be unequal, but they are fluid, with opportunities for negotiation (Tembo, 2013).

A shift in the emphasis of evaluation to be more focused on listening to the recipients of aid would foster both accountability and learning and bridge the differences between these twin functions of evaluation. This would reduce the incidence of circumstances for which development organizations have to be called to account (Tembo, 2013).

2.5 The Role of Institutional Factors on Project Implementation

Institutional arrangements have an important bearing on the successful implementation of projects; in general the simplest structure, involving the minimum of coordination requirements is to be preferred. Overall, when coordination mechanisms do not function as anticipated, a lack of coordination is probably the root cause of many project delays and failures. In particular good coordination is essential for multi-component projects executed in parallel by different line agencies. Local government support for project activities is essential, but needs to be divorced from political maneuvering and direct access to project benefits (Freeman, 2000).

Quality of Project Management, in terms of experience, qualifications, managerial capacity, authority and continuity is also an important factor in project success. Project managers are the key to success but generally lack adequate authority, managerial skills and continuity in their assignments. Implementation effectiveness is enhanced when managers' appointments are transparent and based on merit, when training enhances managerial skills, and when the release of project resources is linked to actual progress made by implementing institutions. This implies that monitoring systems are oriented to serve management (Diamond, 1999).

Well thought-of communication and participatory monitoring activities built into project design lead to a higher level of responsiveness of implementing agencies to intended beneficiaries' views. Experience has shown the difficulties to set up or use parallel non-governmental or community-based organizations, for project implementation (IFAD, 2014).

However, when possible, the involvement of NGOs and grass root organizations in the projects has been a critical factor of success particularly when adequate project resources were allocated to group formation and training (IFAD, 2014). At the same time the tendency of successful NGOs to become very large should be monitored, otherwise they might attract most of the

disadvantages of a large bureaucratic organization. There is therefore a great potential in linking small or medium sized NGOs with formal governmental institutions. The success of such an approach depends on the readiness of the government concerned, as the sovereign borrower, to pass on resources to rural communities, through these NGOs rather than through the line departments and to overcome the reluctance of line departments to allow such channeling of funds to non-governmental organizations (Minow, 2003).

It is important to have the right individuals and to have clear processes in place for decision making and project management. Obtaining buy-in from all of the stakeholders, clearly defining players' roles, knowing how decisions will be reached, and having a clear understanding of the expected outcomes are all critical to success (Johnson et al., 2004).

Another critical factor is making sure, not only that the right people are around the table in terms of the politics of the institution/situation and the representation of the stakeholders (key constituent groups), but also that the right people with the right set of talents are involved. These people need to understand their role and be able to carry it out. If they are only focused on their own personal needs and cannot see a bigger piece of the picture, then their recommendations are likely to be flawed (Minow, 2003).

In any project implementation, who plays what roles must be based more on the talents an individual brings to the table than on his or her position. This can be a tricky situation as institutional politics are often the worst enemy of project success. Institutional politics often dictate the involvement of individuals when they may not be the most appropriate person(s) for the success of the project. It helps to be able to have candid conversations with the project champion, the key administrator who is sponsoring the project and ensuring that it has support and resources from the highest levels in the institution (Jahawar & McLaughlin, 2001).

Nevertheless, the project champion may even be hesitant to take a stand in the face of institutional politics, thus a certain level of creativity is required on the part of the project manager in order to bring the best people to the table. With the project team in place and the right individuals involved at the right time, attention must also be simultaneously directed at communicating with the larger community. This requires having a good communication plan in place. The major goal of such a plan is to promote a sense of ownership for the project on the part of everyone in the institution. Regular and consistent communication is important to having the entire community buy into the project and support the implementation project. This reinforces the concept of shared ownership for the project (Minow, 2003).

2.6 Conceptual framework

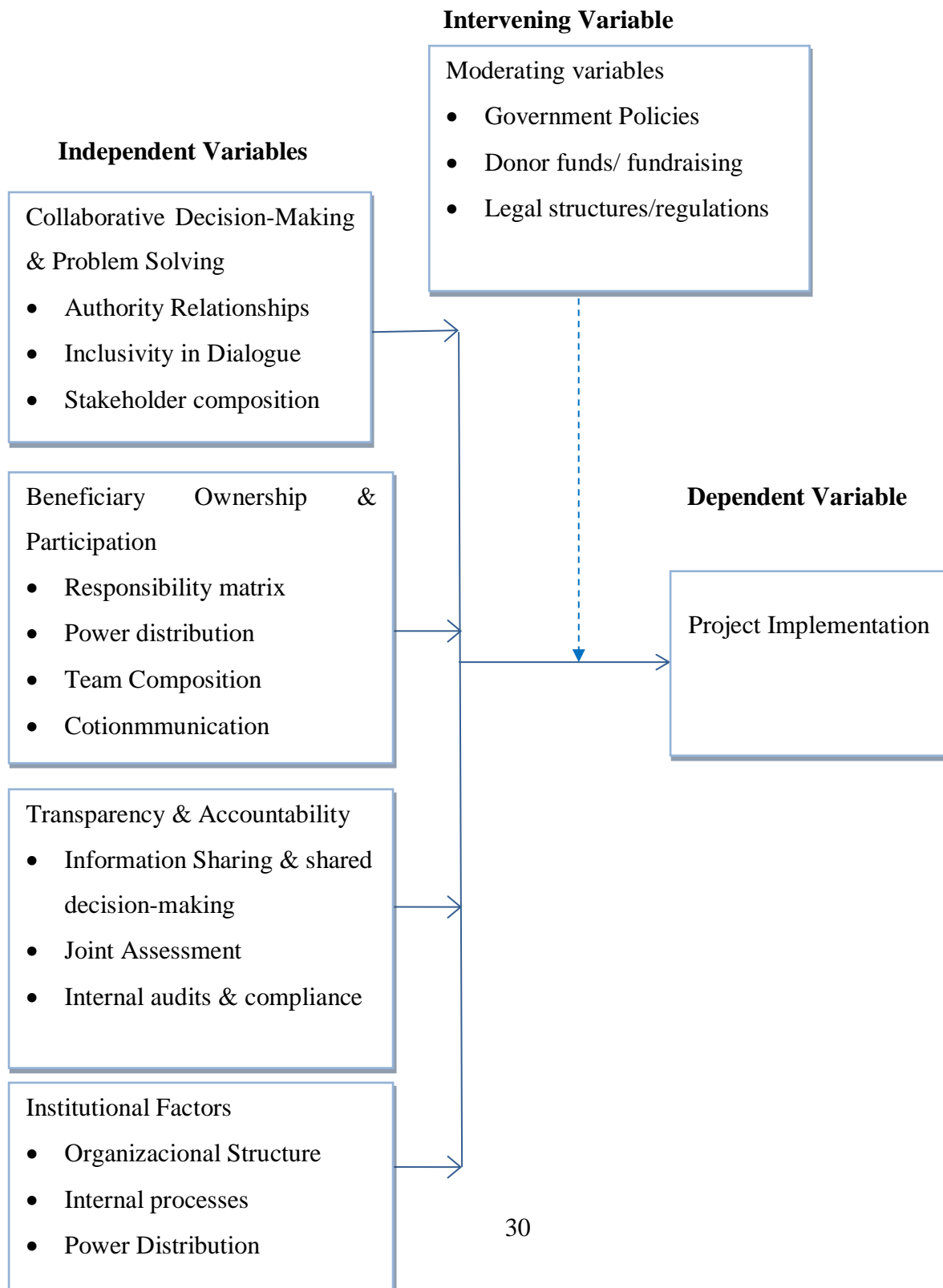


Figure 1: Conceptual Framework

2.7 Summary of Literature

This chapter has discussed the role of PM&E on project implementation phase and in view of the reviewed literature, it is evident that limited studies have been undertaken on effectiveness of PM&E in implementation of projects. PM&E is essential to project implementation and most of the studies done have examined the overall PM&E approach and how it is applied but giving no attention to effects of PM&E approach during the project implementation phase of a project. It is against this background that has necessitated the researcher to carry out an investigation to determine the effects of PM&E on implementation of projects a case of TradeMark East Africa.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the research design and the methodology used in this study. It also highlights the research design, target population, sampling technique and sample size, the methods of data collection, the instruments for data collection and procedures, pre-costing of instruments quality control which includes validity, reliability, data analysis and presentation.

3.2 Research Design

The study used descriptive survey design. According to Orodho (2004), descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Descriptive survey design was relevant to this study because it is suitable for collecting original data to describe a population that is too large to be observed directly. According to Kothari (2005), the main advantage of this type of design is that it enables the researcher to assess the situation within the study area at the time of the study.

3.3 Target Population

Mugenda and Mugenda (2003) state that population is an entire group of individuals, events or objects having a common observable characteristics. Further, a population can be defined as the complete set of subject that can be studied: people objects, animals, plants, organizations from which a sample may be obtained (Shao, 1999). The target population consisted of all the project management committee members charged with monitoring and evaluating. The study targeted a total of 107 individuals. Table 3.1 shows the target population.

Table 3.1 Target Population

Category	Number
Project managers	7
Project coordinators	15
Beneficiaries(Indirect Employees)	5
Project implementation and coordination team members	30
Other Stakeholders	50
Total	107

3.4 Sample Size and Sampling Procedure

Kothari (2005) underscores the importance of selecting a representative sample through making a sampling frame. From the population frame the required number of subjects, respondents, elements or firms will be selected in order to make a sample. The sampling frame for any probability sample is a complete list of all the cases in the population from which a sample is drawn (Shao, 1999). A sample is a smaller and more accessible sub set of the population that adequately represents the overall group, thus enabling one to give an accurate (within acceptable limits) picture of the population as a whole, with respect to the particular aspects of interests of the study.

Mugenda & Mugenda (2003) define a sample size as the representative of the target population in a study that represents the same characteristics as those in the real population. According to them, a sample population of 10% is considered when the target population is less than 10,000. This study used the Krejcie & Morgan sample table of 1970 to sample 86 respondents for the study, that was later coupled with stratified sampling whereby the target population was put into stratum as per their characteristics and the exact sample population calculated using $(N/107) \times 86$: where N is the target population in each stratum, 107 is the total target population

is all the stratum, and 86 is the value gotten from Krejcie & Morgan sample table of 1970. This is generally aimed at giving the respondents from each stratum an equal opportunity.

Table 3.2 Sample Size

Category	N(Population)	n=Sample(N/107)x86
Project managers	7	6
Project coordinators	15	12
Beneficiaries(Indirect Employees)	5	4
Project implementation and coordination team members	30	24
Other Stakeholders	50	40
Total	107	86

3.5 Data Collection Instruments

Data pertaining the was collected using questionnaires. A questionnaire is a form consisting of interrelated questions prepared by the researcher about the research problem, based on the objectives of the study (Amin, 2005). The questionnaires comprised of both closed and open ended items that required respondents to express their personal views about questions asked. The researcher used the questionnaires in that questionnaires were more efficient because they require less time, they are less expensive and permit collection of data from a wide population (Kothari, 2005). Moreover, the respondents were literate, and therefore familiar with the language used in the questionnaires.

Piloting was done to test the validity and reliability of the instruments. The instruments were piloted in 8 respondents and the procedure repeated in one week. The 8 respondents who the piloting was done were not part of the study sample to avoid biased results of the study. Piloting helped the researcher to eliminate any ambiguity in the research instruments to ensure they

generate valid results of the research. The questionnaire was administered by the researcher and selected enumerators and emails were used to reach a higher percentage of the respondents in that there is internet connectivity and common interlinks in the company.

3.6 Validity & Reliability of Research Instrument

The study will use reliability tests to ensure meaningfulness and consistency of the results.

3.6.1 Validity of the Instrument

Validity indicates the degree to which an instrument measures what it is supposed to measure while reliability of an instrument is when it gives consistent results, Kothari, (2005). Mugenda and Mugenda (2003) define validity as the degree by which the sample of test items represents the content the test it is designed to measure. They state that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. A pilot study was done in Mombasa County and 8 questionnaires were administered to 8 project members from the target population between August 2015 and September 2015. Responses from the pilot study are vital to the focus of the study since the experiences helped to make arrangements for the final study.

The content validity of the research instrument was established by the researcher seeking expert advice and assistance from the research supervisor (Mr. Johnbosco Kisimbii) and also discussing with and critiquing by colleagues.

3.6.2 Reliability of the Instrument

Reliability refers to the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). Orodho (2004) describes reliability as the degree to which empirical indicators are consistent in two or more trials in an attempt to

measure the theoretical concept. To establish the reliability of the instrument the researcher employed a test- retest method during the pilot study. The researcher administered 8 questionnaires to the respondents and after one week the researcher again administered the same instruments to the same respondents. The researcher then used Pearson Product Moment Correlation formula to correlate the scores from both tests to obtain correlation coefficient. Pearson Product Moment Correlation establishes the extent to which content of the instrument is eliciting the same responses every time the instrument is administered (Orodho, 2004). According to Mugenda and Mugenda (2003) a coefficient of 0.7 or more is considered reliable. In this case, a value of 0.75 was obtained and this allowed reliability accepted.

3.7 Data collection Procedures

The researcher obtained a research authority letter from the company. Introductory letters were sent to the different beneficiary organizations and appointment was sought for the purpose of creating rapport, confidence and removing any suspicions by assurance of confidentiality of the respondents who participated in the study. Questionnaires were given out and picked up later on the second and third day as had been mutually agreed on. The researcher used open – ended and structured questionnaire to collect primary data. A pick and drop method was used to distribute and collect the questionnaires which were self-administered by the respondent. This self-administration is necessary to give the respondents humble time to respond to the issue raised. The purpose of this type of questions were to capture the undertones from the research.

3.8 Data Analysis techniques

Data analysis is the process of systematically searching, arranging, organizing, breaking the data into manageable units, synthesizing and searching for patterns. The collected raw data will

be collated, tabulated and analyzed. Data was analyzed using Statistical Package for Social Sciences (SPSS) Version 20.0 program. As Martin and Acuna (2002) observe, SPSS is able to handle large amount of data, and given its wide spectrum of statistical procedures purposefully designed for social sciences, it is quite efficient.

The quantitative data obtained was analyzed using descriptive statistics such as percentages and frequency distribution tables. Mugenda and Mugenda (2003) assert that the purpose of descriptive statistics is to enable the researcher to meaningfully describe a distribution of scores or measurement using a few indices or statistics. Descriptive statistics will involve the use of frequencies and percentages. Qualitative data was analyzed qualitatively using content analysis based on analysis of meanings and implications emanating from respondents information and comparing responses to documented data. The qualitative data was presented thematically in line with the objectives of the study. Results of the findings were presented using frequency tables.

3.9 Ethical Considerations

The study was conducted upon approval by the Faculty Board following the successful defense of proposal. A research authorization letter was obtained from University of Nairobi. The letter of introduction was drafted with an assurance to respondents of confidentiality and information being solely for educational purposes.

3.9 Operational Definition of Variables

Objective	Variable	Indicator	Scale	Data Collection	Analysis Tool

<p>To Investigate the effect of collaborative decision-making & problem solving on implementation of projects at TMEA</p>	<p>Collaborative decision-making & problem solving</p>	<p>Delegation of Authority Board Decisions Level of stakeholder Inclusivity Democracy Stakeholder composition Decentralization design</p>	<p>Ordinal Scale</p>	<p>Questionnaire</p>	<p>Measure of central tendency (Means, Percentage)</p>
<p>To investigate the effect of beneficiary ownership & participation on implementation of projects at TMEA</p>	<p>Beneficiary Ownership</p>	<p>Teamwork & Partnership Responsibility matrix Beneficiary Commitment Power distribution Level of teamwork</p>	<p>Ordinal Scale</p>	<p>Questionnaire</p>	<p>Measure of central tendency (Means, Percentage)</p>

<p>Investigate the effect of transparency & accountability on implementation of projects at TMEA</p>	<p>Transparency & Accountability</p>	<p>beneficiary oversight</p> <p>Transparency in Budgeting</p> <p>Internal Audits</p> <p>Compliance with regulations & policies</p> <p>Information Sharing</p> <p>Joint Assessment of projects</p> <p>Shared decision-making</p> <p>Annual Reports</p>	<p>Ordinal Scale</p>	<p>Questionnaire</p>	<p>Measure of central tendency (Means, Percentage)</p>
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<p>Investigate the effect of institutional factors on implementation of projects at TMEA</p>	<p>Institutional Factors</p>	<p>Organisation Structure</p> <p>Power distribution</p> <p>Management support</p> <p>Project team competence</p> <p>Mechanism for Risk Assessment</p> <p>Communication Channels</p>	<p>Ordinal Scale</p>	<p>Questionnaire</p>	<p>Measure of central tendency (Means, Percentage)</p>
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The data that collected from the field was keyed and analyzed by simple descriptive analysis using Statistical Package for Social Scientists (SPSS) 20.0 software. The data was then presented through frequency tables and narrative form. In this note therefore, this chapter presents results of the research in different sub-sections that focuses on the objectives of the study.

4.2 Response Rate

From the study a sample population of 86 was used. A total of 86 questionnaires were given to the respondents. Though the ones that were well filled and made the right study questionnaire 65. The return rate therefore was 75.58%.

4.3 Basic Information

The study wanted to find out the bio data of respondents, age and educational level of the respondents and the results below were reached upon.

4.3.1 Gender Information

The study found out the sex composition of the respondents as shown in the table 4.1 below.

Table 4.1 Sex Distribution of Respondents

Gender	Frequency	Percentage
Female	26	40%
Male	39	60%
Total	65	100%

From the study, the male respondents were the majority while the female were disadvantaged. Male respondents made majority of the respondents at 60% while the female respondents who participated in the study made 40%. This could be attributed by the researcher

4.3.2 Age Distribution

The study sought to find out the age brackets of the respondents and the results were as shown in table 4.2 below.

Table 4.2 Age Distribution

Age	Frequency	Percentage
20-24 years	10	15.38%
24-29 years	20	30.77%
30-34 years	15	23.09%
35-40 years	10	15.38%
Over 40 years	10	15.38%
Total	65	100%

From the responses, ages between 20-24 years attracted 10 respondents, 24 - 29 years attracted 20, 30 - 34 years attracted 15 respondents, 35 - 40 years attracted 10, and over 40 years attracted 10 respondents. In this case, ages 24 to 29 dominated the study.

4.3.2 Educational Level

The study sought to establish the level of education of the respondents and the results indicated.

Table 4.3 Academic Qualification

Level	Frequency	Percentage
High school	7	10.77%
Diploma/certificate	12	18.46%
Bachelors' degree	38	58.46%
Postgraduate degree	8	12.31%
Postgraduate diploma	0%	0%
Total	65	100%

Respondents with a diploma level of education had 18.46% as represented by 12 respondents. Those with a degree were 58.46% and dominated the research, those with secondary certificate at 10.77% and most probably could be other stakeholders, and those at postgraduate degree level had 12.31%. Postgraduate diploma was 0%.

4.3.4 Working Experience

The working experience of the respondents was as shown in the table 4.4 below as it was linked to the question that asked, how many years have you worked for the organization?

Table 4.4 Work Experience of the Respondents

Level	Frequency	Percentage
0-2 years	20	30.77%
3-5 years	20	30.77%
6-10 years	20	30.77%
Over 10 years	5	7.69%
Total	65	100%

20 of the respondents were with 0 to 2 years of work experience, 3 to 5 years were 20 of the respondents making 30.77%, and 6 to 10 years had 20 respondents who made 30.77% while the remaining 5 respondents had over 10 years with a percentage of 7.69% above 5 years.

4.4 Influence of Collaborative Problem-Solving & Decision-Making on Project Implementation

The researcher sought to find out the influence of collaborative problem-solving & decision-making on project implementation and the following results were obtained as shown in the sub-headings below:

4.4.1 Results on Collaborative Problem-Solving & Decision-Making

Respondents were asked whether they supported the idea that there is an influence of collaborative problem-solving & decision-making on project implementation in their company and results below arrived at as shown on table 4.5.

Table 4.5 Response on Collaborative Problem-Solving & Decision-Making

Gender	Frequency	Percentage
Yes	45	69.23%
No	20	30.77%
Total	65	100%

From the responses, 45 respondents supported the idea, while 20 of the total 65 went against the idea. This represented 69.23% and 30.77% respectively. When asked to give their reasons for the above responses in another separate open ended question, on average, over 50% of the respondents argued that for projects to be implemented effectively in any organisation, there must be common understanding, team work, one way of seeing the objectives and goals of the organisation, there must common ways of identifying problems/issues that could negatively affect the achievement negatively and later on; a common strategy to solve these issues. However, respondents who went for no mentioned two issues. They mentioned the role of perceptions and the organization's culture. They argued that minus the two, the idea of Collaborative Problem-Solving & Decision-Making may be just a dead thing.

4. 4. 2 Degree of Support on Collaborative Problem-Solving & Decision-Making on Project Implementation

Respondents were asked to rate in a scale of 1-5 on how they agreed with the following statements where: Strongly Disagree = 1, disagree = 2, neutral =3, agree =4 strongly agree =5 and results were given in the table below.

Table 4.6 Degree of Support on Collaborative Problem-Solving & Decision-Making

Statement	1	2	3	4	5
The Steering Committee shows high commitment to ensuring good governance.	2	2	4	24	33
The organisation supports inclusivity of all stakeholders to ensure collaboration during project implementation.	9	2	9	22	23
The composition of the board has an effect on project implementation.	3	9	2	20	31
Information sharing has an effect on project implementation.	8	9	7	30	11
Problems are solved in a timely and efficient manner.	6	9	7	22	16

From the study, on a rating scale, Steering Committee shows high commitment to ensuring good governance had a calculated of 4.2 showing that on average, respondents disagreed with the statement. The pattern was that, 2 strongly disagreed with the statement, 2 agreed, 4 were neutral, 24 agreed while the remaining 33 strongly agreed with the statement. The organisation supports inclusivity of all stakeholders to ensure collaboration during project implementation had a mean of 3.7 meaning that respondents agreed. This was gotten from the general trend whereby 9 strongly disagreed with the statement, 2 disagreed, 9 were neutral, 22 agreed while the remaining 23 strongly agreed with the statement.

The composition of the board has an effect on project implementation had a mean of 4.3 showing that on average the respondents agreed with the statement. The trend of rating is that, 3 strongly disagreed with the statement, 9 disagreed, 2 were neutral, 20 agreed while the remaining 31 strongly agreed with the statement. Information sharing has an effect on project implementation had a calculated mean of 3.4 indicating that on average, the respondents weakly agreed with the issue. The trend of rating is that, 8 strongly disagreed with the statement, 9 disagreed, 7 were neutral, 30 agreed while the remaining 11 strongly agreed with the statement. Problems are solved in a timely and efficient manner attracted a calculated mean of 13.5 meaning that on average the respondents agreed with the

statement. Generally, the trend of rating is that, 6 strongly disagreed with the statement, 9 disagreed, 7 were neutral, 22 agreed while the remaining 16 strongly agreed with the statement.

4.5 Influence of Beneficiary Ownership & Participation on Project Implementation

A series of questions that ranged from open ended to close ended were asked to respondents and the report given in the sub sections below:

4.5.1 Open ended question on Influence of Beneficiary Ownership & Participation

An open ended question was asked to inquire whether respondents felt that there is an Influence of Beneficiary Ownership & Participation on projects implementation had responses as follows: From the field information, 55 respondents who represented 84.6% supported the idea while the remaining 15.4% went against. This means that on average, over 50% of the respondents went for the yes answer.

When asked to support their answer, over 84% of the respondents argued that, for example when the organisation is made of proper qualified staff, there are proper channels of communication, proper motivation that makes everyone feel like h/she owns the company and many more, results are likely to be achieved.

Table 4. 7 Rating of Beneficiary Ownership & Participation

Respondents were asked to rate in a scale of 1-5 on how they agreed with the following statements where: Strongly Disagree = 1, disagree = 2, neutral =3, agree =4 strongly agree =5 and results were given in the table below.

Statement	1	2	3	4	5
The responsibility matrix has an effect on project implementation.	5	5	10	20	25
Power distribution at all levels of the organisation has a significant influence in the implementation of projects.	5	6	10	24	20
Adequacy of communication from the project team to the beneficiary is important.	5	5	19	16	20
Democracy and equity in employment patterns has an effect on project Implementation.	5	5	10	20	25

Form the responses, strongly disagree attracted 5 respondents, 5 went for disagree, 10 went for neutral, 20 went for agree while the remaining 25 went for strongly agree. Means were calculated and computed results as follows: In relation to the responsibility matrix has an effect on project implementation, the calculated mean was 4.15; meaning the respondents with the statement.

In relation to the Power distribution at all levels of the organisation has a significant influence in the implementation of projects, the calculated mean of 3.7 was achieved and it indicated that, the respondents agreed with the statement. On the rating response, 5 strongly disagreed with the statement, 6 disagreed, 10 were neutral, 24 agreed while the remaining 20 strongly agreed with the statement. On the third statement that read, adequacy of communication from the project team to the beneficiary is important, a mean of 3.6 meaning that the respondents on average were in agreement with the statement. The general trend of the responses on a likert scale were; 5 strongly disagreed with the statement, 5 disagreed, 19 were neutral, 16 agreed while the remaining 20 strongly agreed with the statement. The general trend of the responses on a likert scale for the last statement that read, democracy and equity in employment patterns has an effect on project Implementation were; 5 strongly disagreed with the statement, 5 disagreed, 10 were

neutral, 20 agreed while the remaining 24 strongly agreed with the statement. This had an average value of 4.15, meaning that on average the respondents agreed with the statement.

4.6 Transparency & Accountability Structures on Project Implementation

The respondents were asked a number of questions in relation to an item on Transparency & Accountability Structures on Project Implementation and results given as follows.

4.6.1 Support of Transparency & Accountability Structures on Project Implementation

Respondents were asked question to on whether they supported the idea that Beneficiary Ownership & Participation has an influence on the Project Implementation in the company and responses shown in table 4. 8 below.

Table 4.8. Response on Transparency & Accountability Structures

Gender	Frequency	Percentage
Yes	60	92.3%
No	5	7.7%
Total	65	100%

From the responses, 60 respondents supported the idea by saying yes while 5 of the total 65 went against the idea. This represented 92.7% and 7.7% respectively. When asked to give their reasons for the above responses in an open ended question, those who argued for the idea said that, with zero corruption and accountability, vital resources like time, money, and other capital good will never be messed up in any company and this will lead to continued operations.

Table 4.9 Responses on Rating of Transparency & Accountability Structures in Relation to Projects Implementation

When asked to rate various activities in relation to Transparency & Accountability Structures in Relation to Projects Implementation on a scale: of 1-5 where 5= very effective, 4= effective, 3=weakly effective, 2= ineffective, 1 = very ineffective

Factor	1	2	3	4	5
The manner in which complaints are addressed has an effect on project implementation.	6	10	17	20	12
Beneficiary oversight will make projects more responsive to the needs of the beneficiaries.	4	3	10	23	25
Internal audits have an effect on project implementation.	7	2	12	22	22
The communication feedback system is important to project Implementation.	5	7	9	22	22

From the computed means, the respondents on average had their views as follows: in relation to the manner in which complaints are addressed has an effect on project implementation, a calculated mean of 3.3 been computed and it showed that respondents went for neutral idea. On the rating response, 6 strongly disagreed with the statement, 10 disagreed, 17 were neutral, 20 agreed while the remaining 12 strongly agreed with the statement. In relation to Beneficiary oversight will make projects more responsive to the needs of the beneficiaries, M=3.9 meaning that on average the respondents argued that this was agreed on. On the rating response, 4 strongly disagreed with the statement, 3 disagreed, 10 were neutral, 23 agreed while the remaining 25 strongly agreed with the statement. Internal audits have an effect on project implementation had an average as M=3.7; meaning that on average the respondents went for agree. On the rating response, 7 strongly disagreed with the statement, 2 disagreed, 12 were neutral, 22 agreed while the

remaining 22 strongly agreed with the statement. Finally, the idea that communication feedback system is important to project implementation had the mean as, $M=3.7$; meaning the respondents on average went for agree. On the rating response, 5 strongly disagreed with the statement, 7 disagreed, 9 were neutral, 22 agreed while the remaining 22 strongly agreed with the statement.

4.7 Item on Effect of Institutional Factors on Project Implementation

The respondents were asked the extent of factors in relation to an item on Institutional Factors on Project Implementation and results given as follows.

Table.4.10 Rating of Effect of Institutional Factors on Project Implementation

Respondents were asked to indicate to what extent the following factors influence Project Implementation in their company. Using a scale of 1-5 where, very great extent=1, great extent=2, moderate extent=3, little extent=4, not at all=5). A number of responses were given as shown below. On a scale of 1-5 where, =1 Not at all, little extent =2, Moderate extent=3, Great extent =4, Very great extent =5).

Factor	1	2	3	4	5
Management support.	2	7	14	20	22
The power distribution.	5	8	9	20	23
Organisation structure & design.	0	5	9	18	33

From the responses, the calculated means for each of those statements showed that, Management support had an average mean of $M=3.8$ indicating that on average the respondents said the issue has been considered to great extent. The figures in rating were given in the sense that, 2 respondents went for not at all, 7 went for little extent, 14 went for moderate extent, 20 went for great extent while the rest 22 went for very great extent. The power distribution had a mean of $M=4.6$ meaning that respondents went for very great extent on average. The rating figures were given in the sense that, 5 respondents went for not at all, 8 went for little extent, 9 went for moderate extent, 20 went for great extent while the rest 22 went for very great extent. Organization structure & design attracted a mean of $M =4.5$ indicating that the respondents felt that this was done to a very great

extent. The trend saw 0 respondents who went for not at all, 4 who went for little extent, 10 went for moderate extent, 16 went for great extent while the rest 35 went for very great extent.

Respondents when asked an open ended question that aimed at giving them an opportunity to explain their responses and bring in their ideas, a number of arguments were arrived at: for example, over 95% of the respondents argued that, Management support has an effect on project implementation, 79% argued that, Employee competence has an effect on project implementation, 83% said that, The beneficiary organization structure & design has an effect on project implementation, The education level of project team have an effect on project idea was supported by 88%, Managerial support has an effect on project implementation attracted 90% support and 70% of the respondents argued that, Governance has an effect on project management.

4. 8 Testing the First Hypothesis as Per the Objective and Discussions

H₁: Collaborative decision-making and problem-solving has an influence on project implementation at TradeMark East Africa.

Table.4.11 Chi-Square Testing

f	f_e	f_d	(f_d)²	(f_d)²/f
5	13	-8	64	4.92
5	13	-8	64	4.92
10	13	-3	9	0.69
20	13	7	49	3.77
25	13	12	144	11.1
				$\sum (f_d)^2/f = 25.4$

$\chi^2_c = 25.4 > \chi^2_{\alpha, 0.05} = 9.488$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 25.4 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, collaborative decision-making and problem-solving has an influence on project implementation at TradeMark East Africa.

4.9 Testing of the Second Hypothesis

H₁: Beneficiary ownership and participation has an influence on project implementation at TradeMark East Africa.

Table 4.12 Chi-Square Testing Second Hypothesis

f	f_e	f_d	(f_d)²	(f_d)²/f
4	13	-9	81	6.23
3	13	-10	100	7.69
10	13	-3	9	0.69
23	13	10	100	7.69
25	13	12	144	11.1
			$\sum (f_d)^2/f = 33.4$	

$$\chi^2_c = 33.4 > \chi^2_{0.05} = 9.488 \text{ at 4 degrees of freedom and 5\% level of confidence.}$$

Since the calculated chi-square value of 33.4 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, beneficiary ownership and participation has an influence on project implementation at TradeMark East Africa.

4.10 Testing of Third Hypothesis

H₁: Transparency and accountability structures have an influence on project implementation at TradeMark East Africa.

Table 4.13 Showing Chi-Square Testing for the Third Hypothesis

f	f_e	f_d	(f_d)²	(f_d)²/f
2	13	-11	121	9.3
2	13	-11	121	9.3
4	13	-9	81	6.23
24	13	11	121	9.3
33	13	20	400	30.77
			$\sum (f_d)^2/f = 64.9$	

$\chi^2_c = 64.9 > \chi^2_{0.05} = 9.488$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 64.9 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, Transparency and accountability structures have an influence on project implementation at TradeMark East Africa.

4.11 Testing of the fourth Hypothesis

H₁: Institutional factors have a significant influence on project implementation at TradeMark East Africa.

Table 4.14 Showing Chi-Square Testing for the fourth Hypothesis

f	f_e	f_d	(f_d)²	(f_d)²/f
5	13	-8	64	4.92
8	13	-5	25	1.92
9	13	-4	4	0.31
20	13	7	49	3.77
23	13	10	100	7.69
			$\sum (f_d)^2/f = 18.61$	

$\chi^2_c = 18.61 > \chi^2_{0.05} = 9.488$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 18.61 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, institutional factors have a significant influence on project implementation at TradeMark East Africa.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, discussions, conclusions and recommendation of the research. The chapter also contains suggestions of further studies that may be carried out in the future. Proper linkage with the literature review has been done in this section and works of various scholars included.

5.2 Summary of Findings

The purpose of this study was to determine the effect of participatory based monitoring and evaluation approach on project implementation the case of TradeMark East Africa. From an analysis and review of the research data and additional data gathered through questionnaires filled, a number of issues were realized as summarized below.

As per the first objective that sought to determine the influence of collaborative decision-making and problem-solving on project implementation at TradeMark East Africa, a number of responses became apparent as per questionnaires filled. For example, from the responses, 45 respondents supported the idea, while 20 of the total 65 went against the idea. When asked to give their reasons for the above responses in another separate open ended question, on average, over 50% of the respondents argued that for projects to be implemented effectively in any organization, there must be common understanding, team work, one way of seeing the objectives and goals of the organization, there must common ways of identifying problems/issues that could negatively affect the achievement negatively and later on; a common strategy to solve these issues. Further evidence from the calculated mean showed a positive influence. For example, the idea that, the composition of the board has an effect on project implementation had a mean of 4.3 showing that on average the respondents agreed with the statement. The trend of rating of this factor saw, 3 respondents who strongly disagreed with the statement, 9 disagreed, 2 were neutral, 20 agreed while the remaining 31 strongly agreed with the statement.

In relation to the second objective which sought to determine the influence of beneficiary ownership and participation on project implementation at TradeMark East Africa, responses were as follows. An open ended question was asked to inquire whether respondents felt that there is an Influence of Beneficiary Ownership & Participation on projects implementation had responses as follows: From the field information, 55 respondents who represented 84.6% supported the idea while the remaining 15.4% went against. This means that on average, over 50% of the respondents went for the yes answer. On a rating response, that sought to seek whether, Power distribution at all levels of the organization has a significant influence in the implementation of projects 5 strongly disagreed with the statement, 6 disagreed, 10 were neutral, 24 agreed while the remaining 20 strongly agreed with the statement. The calculated mean of 3.7 was achieved and it indicated that, the respondents agreed with the statement.

On the third objective that sought to determine the influence of transparency and accountability structures on project implementation at TradeMark East Africa had responses as follows; 60 respondents supported the idea by saying yes while 5 of the total 65 went against the idea. This represented 92.7% and 7.7% respectively. When asked to give their reasons for the above responses in an open ended question, those who argued for the idea said that, with zero corruption and accountability, vital resources like time, money, and other capital good will never be messed up in any company and this will lead to continued operations. From the computed means, the respondents on average had their views as follows: in relation to the manner in which complaints are addressed has an effect on project implementation, a calculated mean of 3.3 been computed and it showed that respondents went for neutral idea. On the rating response, 6 strongly disagreed with the statement, 10 disagreed, 17 were neutral, 20 agreed while the remaining 12 strongly agreed with the statement. In relation to Beneficiary oversight will make projects more responsive to the needs of the beneficiaries, $M=3.9$ meaning that on average the respondents argued that this was agreed on.

In relation to the forth (last) objective that sought to determine the influence of institutional factors on project implementation at TradeMark East Africa, responses were as follows;

From the responses, the calculated means for each of those statements used in a rating showed that, Management support had an average mean of $M=3.8$ indicating that on average the respondents said the issue has been considered to great extent, The power distribution had a mean of $M=4.6$ meaning that respondents went for very great extent on average, and, Organization structure & design attracted a mean of $M =4.5$ indicating that the respondents felt that this was done to a very great extent. Respondents when asked an open ended question that aimed at giving them an opportunity to explain their responses and bring in their ideas, a number of arguments were arrived at: for example, over 95% of the respondents argued that, Management support has an effect on project implementation, 79% argued that, Employee competence has an effect on project implementation, 83% said that, The beneficiary organization structure & design has an effect on project implementation etc.

5.3 Discussion of Findings

Results from the above have shown a number of issues that are tied with the finding in the review of the secondary information in the literature review. In this regard, from the findings on the support on the first objective that sought to determine the influence of collaborative decision-making and problem-solving on project implementation at TradeMark East Africa, from the responses, 45 respondents supported the idea, while 20 of the total 65 went against the idea. When asked to give their reasons for the above responses in another separate open ended question, on average, over 50% of the respondents argued that for projects to be implemented effectively in any organization, there must be common understanding, team work, one way of seeing the objectives and goals of the organization, there must common ways of identifying problems/issues that could negatively affect the achievement negatively and later on; a common strategy to solve these issues. Agrawal & Ribot (1999) agree that, the implementation of any project requires clear thinking about the relative importance of stakeholders in achieving project outcomes. As a PM&E process involves different stakeholders, this invariably requires engaging with varying interests that are played out through existing power relationships, thus making the process deeply political. This means that collaboration is core and it must be enhanced through understanding.

Gujit (1998) cited by World Bank (2014) also asserts that, for a PM&E process to deliver, a culture that rewards innovation and openness about failure is required and may need to be formed. It is also important that norms, procedures and incentives are in place that supports transparency, accountability, and learning. And as interventions take place over several years, flexibility is essential, since the number, role, and skills of stakeholders, and contextual conditions change over time.

In relation to the second objective which sought to determine the influence of beneficiary ownership and participation on project implementation at TradeMark East Africa, responses were, in an open ended question asked to inquire whether respondents felt that there is an Influence of Beneficiary Ownership & Participation on projects implementation, 55 respondents who represented 84.6% supported the idea while the remaining 15.4% went against. This means that on average, over 50% of the respondents went for the yes answer. On a rating response, that sought to seek whether Power distribution at all levels of the organization has a significant influence in the implementation of projects 5 strongly disagreed with the statement, 6 disagreed, 10 were neutral, 24 agreed while the remaining 20 strongly agreed with the statement. The calculated mean of 3.7 was achieved and it indicated that, the respondents agreed with the statement. Banerjee et al., (2010) support this by arguing that, With regard to project implementation, the importance of local actors has been increasingly acknowledged since the mid 1990s, with project activities being more and more conceptualized not as a top-down process, but as a form of engagement involving the entire society. Experience has shown that such activities are unsustainable if they are conceptualized entirely by outsiders and merely implemented locally. Rather, local actors have to be integrated into the design and decision-making process, in order for the process to work at all. It is crucial for long term sustainability that efforts are locally conceived and led. This means the project management scenario of today calls not just for increased participation but even for complete ownership of the process, in order to guarantee effectiveness and sustainability.

On the third objective that sought to determine the influence of transparency and accountability structures on project implementation at TradeMark East Africa had

responses as follows; 60 respondents supported the idea by saying yes while 5 of the total 65 went against the idea. This represented 92.7% and 7.7% respectively. When asked to give their reasons for the above responses in an open ended question, those who argued for the idea said that, with zero corruption and accountability, vital resources like time, money, and other capital good will never be messed up in any company and this will lead to continued operations. From the computed means, the respondents on average had their views as follows: in relation to the manner in which complaints are addressed has an effect on project implementation, a calculated mean of 3.3 been computed and it showed that respondents went for neutral idea.

In agreement to this are McGee and Gaventa (2011) who summarize three typical outcomes from social accountability interventions in relation to projects success across the world as: Democratic outcomes: more informed, organized, and systematic engagement between citizens and the state. Developmental outcomes: more effective service delivery and public sector performance. Empowerment outcomes: increased or improved means to increase and aggregate the voice of the disengaged and vulnerable groups. Also, Ringold et al. (2012) highlight the theory of change in reaching these outcomes: If citizens have access to information about their rights and the type and quality of services that they should expect, and if they have opportunities to use this information to affect the behavior of providers and the decisions of policy makers, they can influence service delivery and in the larger end projects success.

In relation to the forth (last) objective that sought to determine the influence of institutional factors on project implementation at TradeMark East Africa, responses were as follows; From the responses, the calculated means for each of those statements used in a rating showed that, Management support had an average mean of $M=3.8$ indicating that on average the respondents said the issue has been considered to great extent. Respondents when asked an open ended question that aimed at giving them an opportunity to explain their responses and bring in their ideas, a number of arguments were arrived at: for example, over 95% of the respondents argued that, Management support has an effect on project implementation, 79% argued that, Employee competence has an effect on project implementation, 83% said that, The beneficiary organisation structure & design has an

effect on project implementation etc. According to Freeman (2000), institutional arrangements have an important bearing on the successful implementation of projects; in general the simplest structure, involving the minimum of coordination requirements is to be preferred. Overall, when coordination mechanisms do not function as anticipated, a lack of coordination is probably the root cause of many project delays and failures. In particular good coordination is essential for multi-component projects executed in parallel by different line agencies. Local government support for project activities is essential, but needs to be divorced from political maneuvering and direct access to project benefits.

Also, Diamond (1999) argues that, Quality of Project Management, in terms of experience, qualifications, managerial capacity, authority and continuity is also an important factor in project success. Project managers are the key to success but generally lack adequate authority, managerial skills and continuity in their assignments. Implementation effectiveness is enhanced when managers' appointments are transparent and based on merit, when training enhances managerial skills, and when the release of project resources is linked to actual progress made by implementing institutions. This implies that monitoring systems are oriented to serve management.

5.4 Conclusions

In a summary form, the researcher concludes that, collaborative decision-making & problem solving, beneficiary ownership & participation, transparency & accountability, and, institutional factors have a significant influence in the implementation of projects in TradeMark Company today and in any case one needs to take them into consideration. For example, projects ownership, perceptions, attitudes, management involvement. Transparency, accountability and communication management clearly define the direction of success of any project that is planned to be implemented in the company.

5.5 Recommendations

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher recommends that the TradeMark company's management should create an environment to allow better participation of other project stakeholders whether primary or secondary more specifically in identifying problems and the future

direction of the proposed projects to be implemented. Also, the researcher recommends that, clear policies on accountability and transparency should be implemented to ensure that everybody understands their roles and expectations without any suspicion or alienated performance. The institutional strengthening and definitions must be put into consideration with proper structured rules and mechanisms of operations in order to avoid overlapping and unnecessary confused in the projects development, design and implementation. Proper channels of communication that involves all the stakeholders and makes them have a sense of ownership of the projects must be strengthened so as to avoid either social or political resistance form any of these corners.

5.6 Suggestions for Further Research

- i. This study was carried out in the company's Mombasa bureau only and therefore, similar studies can be done in other bureau and by extension in the whole country with specific focus on the direct beneficiaries.
- ii. This research can be re-done again. This is because the time spent in this study was not enough to cover all the massive information available in the organisation.
- iii. A study can be done to investigate the determinants of sustainability of projects implemented by TradeMark Company limited.

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APPENDICES

APPENDIX A: LETTER OF TRANSMITAL

Dear Respondent,

I am carrying out research on the effectiveness of Participatory Monitoring & Evaluation approach on Implementation of Projects with a focus on TradeMark East Africa. This study is a requirement for the partial fulfilment of a Master of Arts Degree in Project Planning and Management at the University of Nairobi. The study seeks information from organisational members who understand the effectiveness of Participatory Monitoring & Evaluation approach on Implementation of Projects.

You have been selected as a respondent for this study. This survey is part of an academic exercise to help the researcher collect information about the topic. It has been designed to ensure that all information that you provide will be treated in confidence. None of the

information revealed in your responses will be attributed to you (individually) or the company.

Kindly spare some time to complete the questionnaire attached.

Yours sincerely

Valerie Moraa Obegi

L50/71749/2014

APPENDIX B: QUESTIONNAIRE

INSTRUCTIONS

1. Please answer all of the questions. Tick ✓ in the boxed provided

Part A: Demographic Information

a) Gender

i. Male

ii. Female

b) Age

i. 20-24 years

ii. 24-29years

- iii. 30-34 years
- iv. 35-40 years
- v. Over 40 years

c) What is your highest education level?

- i. High school
- ii. Diploma/Certificate
- iii. Bachelor's degree
- iv. Postgraduate diploma
- v. Postgraduate degree

d) How many years have you worked for the organization?

- i. 0-2 years
- ii. 3-5 years
- iii. 6-10 years
- iv. Over 10 years

Part B: Questions As Discussed In the Literature Review under the Four Objectives

I. Influence of Collaborative Problem-Solving & Decision-Making on Project Implementation

1. Do you support the idea that there is an influence of collaborative problem-solving & decision-making on project implementation at this company?

2. In any of the answers you have given above i.e. Yes or No, with relevant examples, explain your support for this type of an answer in relation to project implementation at TradeMark

.....

2. In a scale of 1 to 5 where 1= strongly disagree = 1, disagree = 2, neutral =3, agree =4 strongly agree =5, indicate the degree to which you agree or disagree with the following observations are related to project implementation at Trademark.

Factor	1	2	3	4	5
a) The Steering Committee shows high commitment to ensuring good governance.					
b) The organisation supports inclusivity of all stakeholders to ensure collaboration during project implementation?					
c) The composition of the board has an effect on project implementation.					
d) Information sharing has an effect on project implementation.					
e) Problems are solved in a timely and efficient manner					

II. Influence Of Beneficiary Ownership & Participation On Project Implementation

3. Using a response of Yes or No, do you support the idea that Beneficiary Ownership & Participation has an influence on the Project Implementation in the company? If yes, briefly explain this while giving some practical examples:

i.

ii.

iii.

iv.

4. In a scale of 1 to 5 where 1= strongly disagree = 1, disagree = 2, neutral =3, agree =4 strongly agree =5, indicate the degree to which you agree or disagree with the following observations are related to project implementation at Trademark.

Statement	1	2	3	4	5
The responsibility matrix has an effect on project implementation.					
Power distribution at all levels of the organisation has a significant influence in the implementation of projects.					
Adequacy of communication from the project team to the beneficiary is important.					
Democracy and equity in employment patterns has an effect on project Implementation.					

III. Effect of Transparency & Accountability Structures on Project Implementation

5. In your own thinking, do you think that Transparency & Accountability Structures have an influence in the implementation of projects in TradeMark Company?

Yes -----

No-----

6. Giving a simple explanation supported by examples, support your answer in 5 above.

7. Indicate the extent to which you agree or disagree with the following statements.

Scale 1-5, where 1= strongly disagree = 1, disagree = 2, neutral =3, agree =4 strongly agree =5 (*Please tick the answer corresponding to your opinion for each statement*).

Statement	1	2	3	4	5
The manner in which complaints are addressed has an effect on project implementation.					
Beneficiary oversight will make projects more responsive to the needs of the beneficiaries.					
Internal audits have an effect on project implementation.					
The communication feedback system is important to project Implementation.					

IV. Effect of Institutional Factors on Project Implementation

8. To what extent do the following factors influence Project Implementation in your company? Use a scale of 1-5 where, very great extent=1, great extent=2, moderate extent=3, little extent=4, not at all=5).

Factor	1	2	3	4	5
Management support.					
The power distribution.					
Organisation structure & design.					

9. Briefly explain your position in 8 above-----

THANK YOU FOR YOUR TIME!

APPENDIX C: WORK PLAN

	2015					
	June	July	Aug	Sept	Oct	Nov
Proposal writing						
Corrections						
Submission of Proposal and Presentation.						
Project research Data collection and analysis						
Submission of project						
Presentation						

APPENDIX D: BUDGET

	Item	Quantity	Unit price (Kshs.)	Total cost
1.	Typing expenses	3 drafts	500	1,500
2.	Printing and editing final proposal	4 copies	400	1,600
3.	Field notebooks	6 pieces	100	600
4.	Foolscaps	2 realms	250	500
5.	Photocopying papers	2 realms	400	800
6.	Pivoting expenses	5 days	1,000	5,000
7.	Data collection expenses	20 days	500	10,000
8.	Data processing and analysis	14 days	1,000	14,000
9.	Draft reports	3 copies	1,000	3,000
10.	Final research reports	7 copies	2,000	14,000
11.	Miscellaneous			5,000
12.	Contingency			5,600
	Grand total			61,600

APPENDIX E: SAMPLING TABLE BY KREJCIE & MORGAN

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970