

**ORGANIZATIONAL FACTORS INFLUENCING PERFORMANCE OF M&E
SYSTEM, A CASE OF GREEN ZONES DEVELOPMENT SUPPORT PROJECT
OF KENYA FOREST SERVICE**

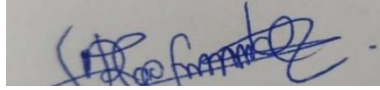
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DECLARATION

This Research Project report is my original work and has not been presented in any other institution of higher learning for academic award.



Signature Date: 30/11/2022

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



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DEDICATION

This work is devoted to my wife, Sophie, my daughter, Michelle, and my sons, Bill and Joshua.

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LIST OF ABBREVIATIONS AND ACRONYMS

GZDSP	Green Zones Development Support Project
HR	Human Resource
ICT	Information and Communication Technology
KFS	Kenya Forest Service
M&E	Monitoring and Evaluation
SPSS	Statistical package for social science
UN	United Nations

ABSTRACT

Program actors undoubtedly value an efficient M&E framework for measuring project performance. M&E systems benefit organizations in enhancing productivity and accountability. Green Zones Development Support Project (GZDSP) aim to support various environmental protection strategies with the support of diverse pool of stakeholders. The multiscale nature of the project therefore calls for proper coordination and planning among project implementing parties. The purpose of this research was to examine the factors within GZDSP's organizational structure that affect the efficiency of M&E processes. Because there is so little existing research on the effectiveness of the program's M&E mechanisms, this investigation was required. The objectives were to determine how much financial resources, stakeholder involvement, leadership style, and the availability of human resources affected the efficiency of the M&E systems used by the Green Zones Development Support Project. The approach was guided by a descriptive research model, and census and purposive sampling were used to recruit study participants. Senior managers, M&E specialists, and consultants all worked in the departments targeted. Research was conducted using questionnaires and personal interviews. In order to establish the validity and reliability of the research instruments, a pilot study with 15 replies was undertaken, yielding a Cronbach Alpha score of 0.82. Out of the total population of 141, a random sample of 65 workers was selected from the main office and 15 county offices to fill out the semi-structured questionnaire used to gather the data. Both parametric and non-parametric tests were used to describe and interpret the data. Information was analyzed using SPSS V242, a statistical program designed specifically for social scientists. Research revealed that several of the GZDSP program implementers have advanced degrees and extensive experience with M&E procedures. Specifically, the regression analysis revealed that the efficiency of M&E systems was positively influenced by financial availability (0.239; 0.000) and human resource capacity (0.23; 0.000), but negatively influenced by stakeholder involvement (0.149; 0.004) and leadership variables (0.415; 0.000). Sixty-six percent of respondents also strongly disputed that the GZDSP budget included M&E related activities, and 93 percent acknowledged that the GZDSP administration did not promote community engagement in stakeholder M&E. Findings from the research urged

planners of GZDSP initiatives to take monitoring and evaluation efforts and community buy-in into account during program budgeting.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

The adoption of monitoring and evaluation (M&E) systems in the management models is intended to enhance realization of outcomes since they enable evaluation and validation of program processes and related outcome by both management and stakeholders. According to the World Bank, development projects must implement M&E systems to provide program actors with better ways of learning from past experiences, improving operating effectiveness, financial planning and allocating capital, and documenting outcomes as part of their commitment to funders and recipients (Boehmer, & Zaytsev, 2019; Kusek, & Rist, 2004). M&E therefore provides a basis for reflecting achievements and gaps of a program. Organizations that do not implement the appropriate monitoring systems will have difficulty collecting and disseminating lessons gained from pilot projects, and will consequently be unable to use feedback information to advance their growth and knowledge-building initiatives.

The adoption of M&E component to assess the effectiveness of global development initiatives by the World Bank and the UN calls for the establishment of the related systems by the program implementers. Both bilateral and multilateral donor agencies require recipient actors to demonstrate that they are conscious of resource effectiveness in their administration capacities. Governments and cooperate business organizations gobally endeavor to promote socioeconomic development that is sustainable and as such rely heavily on M&E systems for monitoring progress of programs and evaluating the outcomes and impact. M&E systems therefore are part and parcel of management tools that informs

on effectiveness of operational processes with regard to set goals. The growing importance of aid efficiency in the international development cooperation agenda places a premium on the construction of M&E systems. Russia for instance, in overcoming the challenges of limited public resources, insists on creating and operationalizing a monitoring and evaluation system for its foreign development aid program (Boehmer, & Zaytsev, 2018). As a result, the M&E systems identify the most value and optimal use of government money for improving livelihood and accomplishing long-term development goals envision in the Sustainable Development Goals. As a result, accountability is ingrained in their cause, and governments and development partners can only assess the efficacy of program outcomes and effects via monitoring and evaluation. Advanced countries like the United States and Germany, as well as rising economies like China and Turkey, have implemented policies to systematize lengthy development projects by instituting thorough monitoring and assessment procedures (Koffi-Tessio, 2012).

1.1.1 Effective Monitoring and Evaluation Systems

All M&E systems may be broken down into two main categories: monitoring and evaluation. Monitoring is the continuous monitoring and collecting of program data with the goal of influencing project operations against defined goals, thus offering management leeway to improve on efficiency and effectiveness of the administration processes in attaining goals. Evaluation on the other hand, is the periodic gathering of data at particular points during the project with the goal of analyzing the project's medium and long-term performance as well as its features (Welsh et al., 2005). Evaluation thus scrutinizes the efficiency, effectiveness as well as impact of the program in broad perspective. The significance of project results to the intended audience, and the effectiveness of the

operational processes are the two most important factors considered when evaluating a project. To evaluate these elements, formative evaluation can be used to inform the project and summative evaluation can be used to analyze the project's outcome. The four components of a program's evaluation are knowledge, attitudes, behaviors, and outcomes (Hunter, 2009). As a result, depending on the evaluations of expectations and policies that govern the project, both the management and stakeholders can evaluate whether the program has substantial outcomes and influence or not.

M&E systems are considered effective when the measurement and reporting outputs mirror the organization's essential stated strategic objectives. Furthermore, in order to assist reform efforts, existing monitoring mechanisms must be updated on a regular basis. Systems that measure organizational performance and report on outputs are complex and multidisciplinary and thus need require competent skills to effectively manage it. The systems necessitate in-depth understanding of operation plans inside and across sectors, as well as their importance in the creation of outcomes in terms of interactions between public and private organizations' planning, budgeting, and execution. Therefore, the efficiency of M&E systems depends on the ability of leadership to plan for, and allocate resources for, frameworks and instruments of work, and skilled staff to implement the plans and ideas (Mutekhele, 2018). For accountability purposes, political leadership and advocacy of M&E systems, incentives for encouraging the use of M&E findings, addressing information and data constraints, capacity building by line ministries and other agencies, and managing change challenges are all highlighted as critical implementation factors by Engela and Ajam (2010).

Project management is all about linking tasks to results and impact in a matrix format, with

set performance indicators for monitoring and verifying their outputs. The theory of change is a coherent justification for the endeavor and an approach to bringing about the intended results. Managers may get a deeper comprehension of the interplay between the many moving parts of a project by using a conceptual framework to do so. In a matrix format, the result chain connects the associated levels (Hunter, 2009). As a result, a system that sends data and aggregates results in order to develop preventative and response methods is a hybrid of these technologies. As a result, capabilities such as human resources, ICT materials, logistics, and premises for the M&E team to work in are required to place them in order (Chaplowe, 2008).

1.1.2 Kenya Forest Service Projects

The Kenya Forest Service Projects are part of a broader government and private initiatives aimed at restoring the environmental, water and natural resource and sources. The program targets the offices of Environment, Natural Resources, Water, Irrigation and Mining. In addition, it also cover 28 semi-autonomous agencies in line with Article 69 of the Kenyan constitution that deals with the aforementioned issues. The objectives of the Kenya Forest Service Project thus is to enhance production of forest products to support economic growth and development in a sustainable way and hence aid the country in realization of vision 2030, SDGs and other international agreements.

Kenya's long-term economic, social, and political growth is based on a clean and secure environment, thus Vision 2030 execution requires realistic alignments and cooperation with residents, local governments, and development partners. As a result, forest protection and management are critical to achieving Vision 2030 and the Sustainable Development Goals. The forest sector alone directly implements and report on SDG 15 and further

contribute to the realization of other SDGs. Forests and other natural resources support a number of production and service sectors. The environment, natural resources management, and protection sub-sector contributes between 33 and 39 percent of GDP since they support the tourism, agriculture, climate stability, inland fishery, agro-forestry systems and soil and water conservation. Forests make form the country's water towers and catchments, from which approximately 75 percent of the country's renewable surface water originates, sustaining a variety of livelihoods, irrigated agriculture, and hydroelectric power generation. Forests assist the health and environment sectors, as well as food security, through climate control, water purification, and air purification, all of which fall under the social pillar. Lastly, forests support the political pillar in security and peace building for social cohesion. The Kenya Forest Service project is thus very crucial in Kenya's growth and only effective M&E systems can help it realize its goals.

Despite its importance, the forest sector's contribution to the national economy is typically underestimated because most goods and services are devalued, and the remainder is unrecorded because most forest products are utilized for subsistence or exchanged in informal markets (UNEP, 2012). Forests generated only about 1.0 percent of Kenya's GDP in 2017, according to available data. However, these figures exclude the contribution of forests to household wood energy, non-timber goods, and ecosystem services. The sector's contribution to the national economy is substantially more than what is indicated in government statistics, according to studies conducted during the formulation of the National Forest Programme 2016. It estimates that forest resources contribute 3.6 percent of the country's GDP on a yearly basis. The estimate, however, ignores the enormous value of ecosystem services including carbon sequestration, climate improvement, and soil and

water conservation. Despite the financial, societal, and ecological value of forests and trees outside of them, these resources are nevertheless under threat, resulting in forest degradation and deforestation. The rising population and demand for more land for agriculture, combined with poverty and limited alternatives to subsistence agriculture places immense pressure on the forest resources. Kenya Forest Service Projects thus is a vital remedial program that will help the nation utilize and manage her natural resources.

1.1.3 Kenya Forest Service Project and Donor Support and Coordination

Development Partners and International Organizations in the Environment and Natural resources sector such as African Development Bank, World Bank, United Nations Environmental Program (UNEP), United Nations Development Programme (UNDP), Danish International Development Agency (DANIDA), Swedish International Development Agency (SIDA) and Department for International Development (DFiD), Finland Government among others, supply funding to the government, as well as capacity building. Land, climate change, the energy sector, the environment, and forestry are among the donor coordination sub-groups that help them coordinate their operations. The National Climate Change Response Strategy (NCCRS) and the recently announced National Climate Change Action Plan were developed with the help of DFID, DANIDA, and JICA (NCCAP). They want to assist in the implementation of the NCCAP at the national level, as well as incorporating climate change into county initiatives. From 2006 to 2015, the African Development Bank (AfDB) funded the Green Zones Project-1, which helped to protect Mau Forest, Mt Elgon, and the Cherengani Hills. The World Bank promotes agricultural production and long-term land management, as well as climate change mitigation through better land management practices and support for water board

strengthening. The World Bank is also in favor of expanding the renewable energy program, which includes funding for a variety of renewable energy projects. DFiD is also an important participant in climate change adaptation, thanks to its assistance for Kenya's development of a climate change adaptation strategy.

County Project Implementation Teams (CPITs) and county theme working groups will assist in the coordination of sector and sub-sector operations at the county level (TWGs). These decentralized bodies will aid in the local coordination of sector interventions as well as the alignment of sector policies and plans at the national level. The CPITs and TWGs will be guided by county steering committees made up of directors from county sector departments and other local stakeholders. The County governments will be primarily responsible for implementing the MTIP at this level. The constitution gives county governments the authority to build structures that best meet their needs for providing effective and efficient services to citizens.

1.2. Statement of the Problem

M&E overview schemes are created to fulfill regulatory obligations rather than to enhance immediate and long term efficiency and its implications on user goals. According to Kusek and Rist (2014), some institutions regard M&E as merely a compliance requirement rather than a critical component of their internal control and management procedures. Despite the fact that several studies have demonstrated the favorable influence of monitoring and evaluation on program success, Nyonje, Ndunge, and Mulwa (2012) assert that an establishments have yet to completely embrace the methods. The lethargic acceptance is associated with a low credibility of M&E on project success. Similarly, a lack of knowledge about critical aspects of M&E, such as management's role, stakeholder

participation, finance availability, and capacity building, has an impact on project outcomes.

Green Zone Development Support Project is vital for Kenya's socio-economic and peace development initiatives. The program is executed by the Ministry of Environment and Forestry, in collaboration with Ministry of Agriculture and Irrigation. In addition, county governments are also in charge of realizing program goals at the county levels. Consequently, M&E systems are necessary to improve program effectiveness in the face of dwindling donor support, to boost the programming of policies and response programs, and to generate genuine and reliable data for efficient resource allocation, at both the nationwide and inter - and intra levels, where the program is being implemented. The plans for development include the aims of the programs and the means by which they will be attained.

However, a report by AfDB rated the use of Bank-financed projects in Kenya as "Substantial" owing to incomplete regulations needed to put the Public Procurement and Asset Disposal Act 2015 (PPADA) into force, short amount of time for preparing and submitting proposals, unfair competition by state-owned enterprises in tendering processes, inflexible technical process that do not allow fixing of mathematical errors, non-harmonization of tender document forms and inherent culture of corruption despite solid legislative frameworks. In addition, the report indicated that the main institutions executing the program together with the related staff were lacking in experience and capacity as per the bank's procurement and methodology (BPP). The report also noted that the Kenyan portfolio's Agriculture Sector Projects are characterized by a significant number of small-value contracts across several expenditure categories which are difficult to track and

measure outcomes. The gaps have significant effects on the utilization of program resources, thus the study assessed how M&E influenced the realization of program goals.

1.3. Purpose of the Study

Researched in this thesis are the institutional elements that contribute to ineffective monitoring and assessment within the Green Zone Development support project run by the Kenya Forest Service.

1.4. Objectives of the Study

The objectives that guided the study include:

- i. To establish the extent to which availability of funds influences Performance of M&E system for Green Zones Development Support Project.
- ii. To assess the extent to which stakeholders' participation influence Performance of M&E system for Green Zones Development Support Project.
- iii. To determine the extent to which organization's leadership influences Performance of M&E system for Green Zones Development Support Project.
- iv. To assess the extent to which Human Resource Capacity influences Performance of M&E system for Green Zones Development Support Project.

1.5 Research Questions

The study was guided by the following research questions:

- i. To what extent does availability of funds influences Performance of M&E system for Green Zones Development Support Project?
- ii. To what extent does stakeholders' participation influence Performance of M&E system for Green Zones Development Support Project?

- iii. To what extent does organization's leadership influences Performance of M&E system for Green Zones Development Support Project?
- iv. To what extent does Human Resource Capacity influences Performance of M&E system for Green Zones Development Support Project.

1.6 Significance of the Study

The findings of the thesis research might be used to optimize the design of M&E policies and processes for Kenya Forest Service projects. The results may demonstrate the utility of such a tool, which is required for corporate accountability.

The analysis may aid in comprehending the need for budgets finances for M&E processes and their intentional usage for optimal project operation. It would also aid in the building capacity of the personnel engaged, ensuring that they are well-trained and endowed with the required abilities.

Finally, this research may add to our understanding of the four elements investigated and how they affect the effectiveness of M&E systems in Kenya Forest Service projects. Future scholars in the field may be able to use this knowledge for reference and further research.

1.7 Limitations of then Study

To learn more about how organizational characteristics impact the efficacy of M&E systems, a survey was conducted of the KFS Green Zones Development Support Project. The outstanding challenge with the survey design is that some participants tend to overstate or understate certain responses and thus fail to provide accurate data so as not to portray their personality, or institutions in bad light. In addition, the study did not cover the entire GZDSP due to its vast operations involving many stakeholders. Also, the researcher did not have full control of the respondents when filling in the questionnaires.

1.8 Delimitations of the Study

The author narrowed her attention to four factors that affect M&E performance: financial resources, stakeholder engagement, leadership, and human capital. Given that the GZDSP programs were both government and donor funded, the influence of their policies and conditions were not examined. In addition, the aspect of leadership was limited to the GZDSP leadership and not partners. In addition, the GZDSP was one of the projects under KFS, and the study was limited to this program only. The investigations also looked on how the four parameters affected M&E processes and systems, and that their influence on the overall program success was not covered.

1.9 Basic Assumptions of the Study

The author presupposed that study participants had sufficient familiarity with M&E systems to provide an accurate evaluation of the effect these systems had on GZDSP efficiency in KFS. In addition, they would provide accurate information during the data gathering phase.

1.10 Definitions of the Significant Terms Used in the Study

The term "**human resource capacity**" characterizes the strategies of acquiring enough skilled workers in the appropriate places at the right times to accomplish its objectives.

The term "**evaluation**" was used to describe the systematic and dispassionate process of gathering and analyzing data about a project's features and its impact on people's lives over time.

Management is the process of overseeing the functioning of any kind, size, or type of organization.

The term "**funds**" refers to any amount of money set aside for a certain objective.

The term "**stakeholder involvement**" refers to the practice of including those who will be directly and indirectly impacted by a project in its decision-making stages.

The **M&E System** was defined as a collection of resources that guarantee the tracability of a project.

In order to assess whether or not the project can succeed in light of the objectives and deadlines that have been established, monitoring is used.

1.10. Organization of the Study

The project include five sections, the first provided background information and a problem description that pinpointed the existing knowledge gap that was the focus of the investigation. This section elaborates on the study's goals and objectives, as well as the questions the researcher set out to address. The constraints, fundamental in this chapter, covered not only the premise and application of the research, but also the preconceptions and the characterization of major footings.

In the second chapter, we analyzed the theoretical and empirical evidence connecting resources like money and leadership to things like stakeholder interest and the quality of M&E systems and procedures. The conceptual evaluation also included a diagrammatic presentation of the assumed connection. In the third part, we learn about the methodology that will be used to gather and analyze the information for the research. In addition, it details the underlying principles that inform the methodology used in data collection, processing, and analysis. Validity and dependability checks, as well as the population type and sampling procedures, are also discussed. In chapter four, findings and debate were provided, while in chapter five, a conclusion, suggestions for more study, and future directions were outlined.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This episode captures the importance of a thorough examination of existing knowledge.

The role of management, human capability, and M&E tools are among the interconnected

sub-themes explored.

2.2 Empirical Review

2.2.1 The Concept of Monitoring and Evaluation System

Monitoring is the continuous collection of project data so as to assess the effectiveness of management processes in attaining the goal. In a nutshell, it is a feedback mechanism that informs project managers and stakeholders on progress and challenges the project is experiencing. Adra (2007) says that this allows the relevant offices to initiate corrective measures that are timely and responsive to the specific bottlenecks.

Uitto (2004) describes evaluation as a methodical appraisal of the project data to ascertain the level of achievement in terms of program resources and goals. As such, the data generated by the monitoring systems are prime informants of an evaluation process (Jody & Ray, 2004). Evaluation process informs decision making activities since it briefs the project team on the level of targets met, budgets, and workforce abilities with regard to program goals (Mulwa, 2008). Evaluation also establishes the influence of past experiences in meeting future goals and that only those that are deemed effective are carried forward while those that act as impediments are dropped.

Kerzner (2013) opines that M&E is built on systems and processes that require tools, technologies, technical skills and finances to operate smoothly. The management therefore must constitute a set of office systems in order to capture accurate project data and analyze it on intervals in order to ascertain the true program outcome within the given timelines. An efficient and successful M&E system yields results like a thorough SWOT analysis, which helps management make better, more data-driven decisions by drawing on a wealth of historical data (Spaulding, 2014).

2.2.2 Availability of Funds and Performance of M&E systems

Kithinji, Gakuu, and Kidombo (2017) conducted research in Meru County, Kenya to see how much of an effect funding M&E activities had on how often the findings of such activities were used in individual projects. The researchers used a mixed-methods strategy, combining a qualitative and cross-sectional assessment with replies from 186 non-governmental organizations. It was found that several NGOs had set aside money specifically for M&E purposes. Further M&E outputs were heavily used by project staff, and there was a favorable association between M&E result utilization as well as all indices of resource allocation. Also, the utilization score for M&E outcomes jumped by 26.1% with every increment in resource allocation. In this way, funding aided in the development of M&E capabilities and the implementation of created reports and findings. Magongo (2004) backs up the findings by saying that M&E activities should be allocated to their own line item in the budget since they occur simultaneously with program commitments. Kelly and Magongo (2004) suggested allocating 5- 10% of the total program budget to the M&E section. Gitonga (2012) notes, however, that there is no fixed percentage that should be allocated for monitoring and evaluation because it varies between 2.5% and 10% based on the project and total budget.

The impact of M&E performance on road infrastructure projects built by native enterprises in Kenya's Lake region was surveyed by Maendo, James, and Kamau in 2018. The monitoring systems of 41 linked projects were examined, and it was revealed that several were struggling to finish on time, within budget, and up to quality standards. The authors

also pointed out that the efficiency and efficacy of road projects may be improved by allocating specific budget lines to project monitoring and assessment.

Further, Kaye-(2020) Essien's research aimed to grasp how central-local connections and internal technological features lead to delays in performance reporting at the local level in the setting of the Global South. The study used semistructured interviews with 30 public servants and secondary data analysis to assess the four hypotheses under discussion. The results show that in the years just before elections, performance reporting is often pushed back because the focus of leadership moves from the region to the country. Causes of further reporting delays include a lack of resources to sustain adequate data collecting and management systems, a dearth of highly skilled monitoring and evaluation specialists at the local level, and the absence of punishments for noncompliance. As a consequence, resources and political will had a major impact on how closely local government programs were watched. In order to reduce reporting delays, which have a major effect on the generation of local revenues and the strengthening of municipal M&E capacity building, the authors recommended that the local government consider incentivizing the reporting process using internally generated funds (IGF) and enhancing the capacity of the M&E teams. The results show that M&E systems are crucial to the growth and management of institutions, since they improve the efficiency of many areas that generate income and provide services.

Rugiri and Njangiru (2018) aimed to investigate the impact of resource availability as a component of project monitoring and evaluation on the performance of CDF-funded water projects in Kenya's Nyeri County. The descriptive research design study selected 86 CDF-funded water projects in the county and used stratified random sampling to identify sixty

respondents, including project managers. The results demonstrated that financial resources were essential for the formation and functioning of M&E units. The findings of the regression analysis indicated that resource accessibility was an effective predictor of project success. In addition, the investigations suggested that legislative authorities should boost the statutory budget for M&E operations in order to improve project performance.

In conclusion, a viable M&E system should require a negligible proportion of project resources, as monitoring operations should not compromise the project's supply goals. During the project's design phase, the cost of assessment activities must be evaluated and planned appropriately. Chaplowe is an adjective used to describe (2008). Investing in monitoring and evaluation (M&E) should have been planned out carefully, say Mugambi and Kanda (2013), so as not to impede on the actual execution of the organization's strategy.

Counties now have some autonomy in managing their budgets and obtaining cash due to the devolution of operations to them. The counties have the authority to impose fees to generate funds for project implementation (Gitonga, 2012). These funds support the hiring of qualified M&E personnel and the purchase of supporting devices, such as laptops and telephones, as well as other office supplies, in order to enhance business operations.

As part of its administrative toolset, the Kenyan Ministry of Finances' Public Finance Management Reform Coordinating Unit outlines a number of different types of monitoring (PFMR, 2008). In government agencies with three interdependent layer systems, an appropriate feedback processing unit evaluates the operations of finance, human resource management, and accountability. M&E systems and outcome-focused management tools that aid in decision-making and enable measurement of outcomes. Information generated

by the system is utilized by system users, such as public sector managers, to monitor progress and stumbling blocks that may delay the achievement of objectives. In addition, it provides voluminous evidence that could be used to inform midcourse policy and procedure modifications.

According to the criteria established by the major global PM players, at least 3% of a project's budget should be allocated to M&E systems and programs (Mugambi and Kanda, 2013). Nonetheless, concerns have been raised throughout the years about the meager allocation of resources for M&E initiatives (Mushori, 2015).

2.2.3 Involvement of Stakeholders and Performance of M&E Systems

Both internal and external stakeholders' direct or indirect involvement in project operations have a significant impact in realization of outcomes. Moreso, they identify beneficiary needs at the development and design stages (Patton, 2008). Second, they have an impact on the project's uptake in the project region and they influence the operational environment positively for M&E staff during implementation phase (Askari, 2014). The project staff can also consult stakeholders on a number of issues and use such information to countercheck the reports. In addition, stakeholders also come in handy in supporting mobilization efforts for beneficiaries during interviews, as part of accountability programs.

The research by Karimi, Mulwa, and Kyalo (2020) used a qualitative research survey layout and a causal comparative design, with 335 responses sampled from a target population of 2053, to find out whether the M&E efficiency of literacy and numeracy programs improves with the participation of stakeholders in data gathering. The success of programs teaching reading, writing, and arithmetic has been shown to be significantly

correlated with the amount of data collected on such programs; the study produced a F statistic of 215.779 with $p < 0.000$ to back up this claim. As a consequence, the findings showed that data collecting including stakeholders significantly influenced the success of literacy and numeracy initiatives. External stakeholders will significantly contribute to the survey's quality by acting as survey respondents and future reference users. Therefore, implementing partners must include all partners at all stages of the work in order to maximize its efficacy (Askari, 2014). Participation of stakeholders improves the quality of the program by incorporating community perspectives on the project's objectives and outcomes. This fosters a sense of responsibility and ownership, thereby increasing the program's sustainability and long-term impact. However, the extent of stakeholder participation is contingent upon the M&E design of the program and the participatory methodologies adopted by the project team.

Kihuha, (2018), who studied the effects of regular monitoring and evaluation on the performance of UNEP GEF projects in Kenya, interviewed all of the project staffs working on these initiatives. The research population included 15 project managers, 32 support employees, and 5 monitoring and evaluation specialists. According to the findings, the M&E planning and operations procedures benefited most from the planning process and the practices of technical specialists but least from stakeholder engagement and management involvement. The stakeholders were not more heavily involved in the creation of transparent M&E tools, the routine collecting and examination of M&E records, the preparation of M&E staff, or the recruitment of qualified M&E personnel. The results also showed that stakeholder analysis was not used, nor was a feedback and communication plan that took into account community needs, public interest in implementation, or allowed

stakeholders to influence project acceptability based on their own requirements. Thus, involvement of stakeholders was primarily limited to dissemination of project outcomes and dissemination of project results.

According to UNDP (1997), Within the project cycle, program managers normally define the engagement and activities of partners. The evaluation tools, which are constructed in the form of questions and circumstances, manage participation of all stakeholders in project evaluation. Stakeholder participation in assessments is most beneficial for coming up with answers to implementation problems. At various stages of the M&E process, several stakeholders are involved. Some of them may be involved in the decision-making process, while others may merely need to be notified about it. Stakeholder participation in the whole M&E process encourages skill transfer, development, and the production of shared knowledge and learning.

A study by Emmanuel, (2020) which sought to demonstrate how stakeholder participation influences the performance of donor funded projects in Rwanda, using a descriptive design survey which targeted 75 respondents. The research used a A questionnaire for project recipients and an interview script for interviewees from funding and implementing organizations. Donor-funded initiatives performed better when constituents were included in decision-making at all stages of the project lifecycle. The analysis confirmed that stakeholders' participation in project initiation was high, particularly in needs assessment; proposing solutions and setting project objectives. As such, stakeholder participation was crucial in the M&E processes and related activities

2.2.4 Organizational Leadership and Performance of M&E Systems

There are two types of management influence. The senior management of the organization

is in charge of setting up systems, policies, and financial plans for the various divisions of the company. They create the environment and procedures needed for M&E systems to operate smoothly (Care, 2012). As a result, they are the most important strategists and policymakers with the power to affect M&E systems. They must also approve compliance requirements, SOPs, Manuals, and even reports before they can be widely distributed and published. They develop a culture of M&E system compliance among businesses and employees.

Mutekhele (2018) analyzed the use of M&E systems, organizational culture, leadership, and the performance of educational building infrastructure projects in Bungoma County. The study was directed by the pragmatist paradigm, using a descriptive survey research methodology, and surveyed 110 project implementation committee respondents. In order to gather information, questionnaires and interview schedules were employed. According to the findings, there is a positive correlation between data distribution and usage ($r = 0.166$, $p < 0.05$), a M & E work plan ($r = 0.137$, $p < 0.05$), and routine program monitoring ($r = 0.856$, $p < 0.05$) and the effectiveness of educational building infrastructure projects . Organizational culture ($F = 4.10$, $p < 0.05$) and top-level management ($F = 6.50$, $p < 0.05$) also impacted the correlation between M&E tools and the successful completion of infrastructure projects. Therefore, leadership is a vital organizational component that influences M&E success.

The program implementation management team is responsible for establishing the materials, structure, rules, and procedures. This administration gathers and analyzes data and information on a regular and periodic basis in order to offer top organizational management with accurate and usable reports for making informed decisions (Gaitano,

2011). In addition, they get monthly audit reports that inform them of the program's success relative to its performance goals. They incentivize, coach, and cultivate the ability of the KFPs' partners to successfully carry out their duties. As a consequence, the KFS's M&E department is exceptionally capable of influencing project results.

According to Chaplowe (2008), management engagement throughout the program cycle improves ownership, understanding, and sustainability of outcomes, so ensuring that any potential gaps are appropriately addressed. Due to the intimate relationship between program managers and stakeholders, frequent progress reports are exchanged, enabling bottlenecks to be quickly identified and eliminated. Furthermore, upper management, with the aid of project managers, is accountable for this, to convey M&E findings and program success information to policymakers (Nyonje, Kyalo & Mulwa, 2015).

Management should ensure that M&E frameworks exist that include effective monitoring, collaboration in the development of rules, accountability, and dedication to the system's design. Responsibility is a major aspect of administration because it involves the communication between managers and the many parties that are liable for the M&E project's execution (Bloom, Standing, and Joshi, 2006). Strong leadership stresses results and follow-up, according to the United Nations Development Programme (UNDP). It keeps track of the progress and keeps a record of the report, as well as making recommendations and following through with decisions and actions. Furthermore, many methods for top managers to support M&E adoption, such as changing the culture, encouraging people, and creating an acceptable environment, have been provided. Stakeholder adoption of the M&E program is critical for the organizations' long-term viability (Sun & Jeyaraj, 2013).

2.2.5 Human Resource Capacity and Performance of M&E Systems

Technical competencies promote efficiency of M&E systems to a larger extent (World Bank, 2011). Competent staff are likely to generate credible data and make correct interpretations. As such, organisations need to build M&E systems around highly skilled personnel's (World Bank, 2011). The quality of the management therefore determines the efficacy of M&E systems. Iravo (2013) notes that staff competencies should meet the program objectives, and by extension M&E processes.

Technical expertise are responsible for managing knowledge, finance and environment for M&E systems. Highly qualified individuals can better monitor and evaluate their work by utilizing their knowledge base. Furthermore, their absorptive capability and culture are geared toward problem-solving. According to Broccardo et al. (2017), the adoption of M&E frameworks by the management of small financial institutions in Italy has transformed performance and growth higher in the worldwide competitive environment by polishing the accountability culture and behavior of the employees. Monitoring and evaluation also improves the firm's ability to manage budgets and cash flows more effectively, allowing it to deal with uncertainty more successfully. In their qualitative study on the benefits of M&E skills among proprietors of SMEs in Malaysia, Amir, Alias, and Ismail (2013) discovered that small businesses with strong costing skills were able to compete in the global economy. As a result, evaluation skills are critical tools that help institutions solve market difficulties in novel ways. Staff capacity is significantly associated to sound "formal management development policies" the corporation has, according to Gray and Allan (2002), because they provide the foundation for organizational

culture in terms of rigidity in decision-making, staff, and information development. As a result, business schools play a critical role in helping institutions develop the management skills they need to properly monitor and evaluate program objectives. As a result, managerial competencies are a critical part of the management process and should be a primary focus of government assistance for the development and innovation of Kenya Forest Service Programs.

To drive their decision-making and management processes, government institutions require an information bank. In their study on the relevance of frameworks of management practices in financial institutions in emerging economies, Xiaobao, Wei, and Yuzhen (2013) discovered that M&E networks improve organizations' development capacity by reducing information barriers and increasing their understanding of institutions in emerging economies. As a result, companies with fewer employees can benefit from the large amount of data and knowledge that characterizes open innovation networks. Due to their expansive resource-based vision and social networks thesis, multinational and national firms create M&E networks, which provide an organization an open platform on which information and ideas may be constructed utilizing cutting-edge, but expensive, technology.

2.3 Theoretical Review

This investigation will have as its theoretical foundation the dynamic capabilities theory and resource based view theory.

2.3.1 Dynamic Capabilities Theory

Teece, Pisano, and Shuen (1997) describe dynamic capability as an organization's capacity

to internalize, reorganize, and build upon functional capabilities and resources available internally and externally to deal with a continually changing environment. Without reallocating project resources, Barreto (2010) describes the ability to promptly address difficulties based on threat and deficit analysis and make unbiased, proactive, and long-term judgements. In general, dynamic capability core competencies should be used to adjust short-term competitive situations that may then be used to develop longer-term competitive advantage.

The ability of an organization to deliberate, its organizational structure, and its established environmental and technical sensing apparatus all contribute to the growth of its dynamic capabilities. Larger businesses, in terms of size and assets, are more likely to endure crises due to their high stability standards.

The system's effectiveness is determined by the cohesion and streamlining of its various components. This notion was crucial in guiding this investigation into the consequences of budgetary allocation for methods of operation and integration evaluation (M&E) in Kenya Forest Service project delivery.

2.3.2 Resource Based View Theory

In institutional development research (RBV), the resource-based approach is one of the most often used theoretical frameworks. It is considered one of the most helpful frameworks for comprehending business strategy in emerging nations. In other words, the resource-based approach investigates how firms may create, access, control, and use firm-specific resources to achieve a sustainable competitive advantage. The more precious, rare, and difficult-to-replicate such resources are, the more likely they are to foster a sustainable

competitive advantage.

2.4 Conceptual Framework

The study investigated the organizational factors influencing the performance of M&E processes at the GZDSP programs. The aspect of organizational factors was operationalized in terms of four factors, including availability of financial resources, stakeholder participation, leadership and human resource capacities. Figure 2.1 illustrates the predicted association between organizational characteristics and GZDSP M&E performance.

The organizational factors influencing M&E performance were among the independent variables, and the performance of M&E systems was the dependent variable. The availability of funds, the inclusion of M&E budget, and the facilitation of connected operations were used to measure the financial resource variable. Stakeholder participation, which includes their involvement in data collection for monitoring and evaluation as well as in the distribution of results and comments, was the second independent variable to be studied.

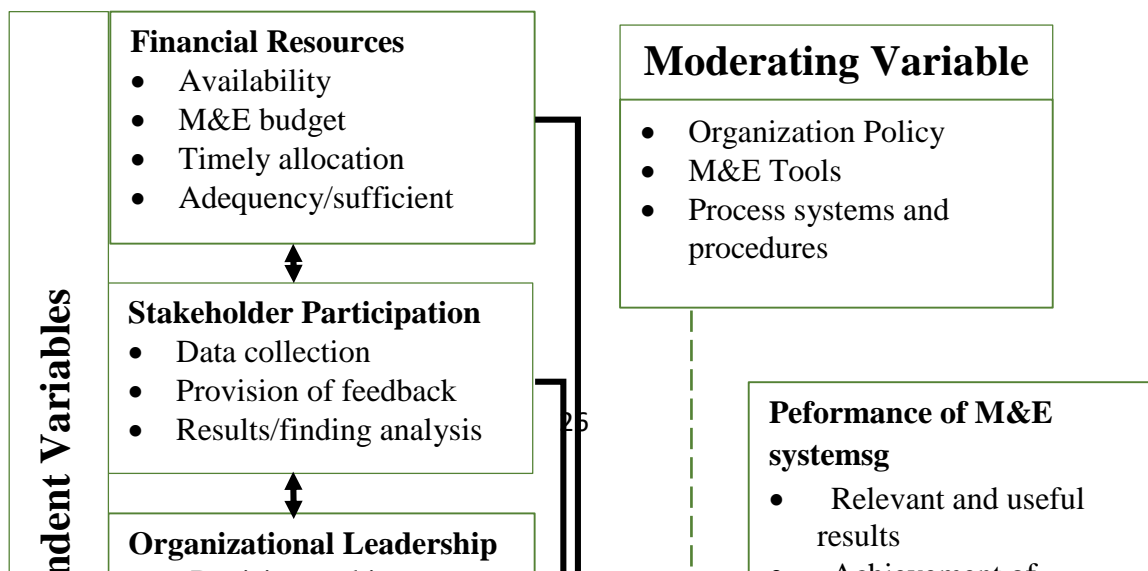


Figure 2.1: Conceptual Framework

Thirdly, we examined how top management's involvement within M&E processes—as decision-makers, project report reviewers, budget-setters, and system-designers—correlated with their reported levels of supervision and commitment. Human resource competence, which included people qualification, motivation, and capacity development, was the fourth independent variable to be assessed. Evaluation of the effectiveness of GZDSP's monitoring and evaluation procedures in Kenya, including assessments of findings' dependability, the efficiency in reporting, and the attainment of predetermined goals. The moderating variables were organizational policy, M&E tools, and KFS Projects' process systems and procedures.

2.5 Research Gaps

The literature review method investigates empirical and theoretical works. Empirical literature reviews show that the causal link connecting organizational features with M&E performance is a well-studied issue all around the globe. Notably, the majority of these

research, such as Maendo, James, and Kamau (2018), Kaye-Essien (2020), Kithinji et al. (2017), and Kihuha (2018), followed a generic approach by analyzing the association between M&E procedures and project performance. Nonetheless, a few studies, like Emmanuel (2020) and Karimi, Mulwa, and Kyalo (2020), among others, examined the link between each element of the organizational factors of leadership and stakeholders in the M&E efficiency. The screening process also indicated a sector bias, with the majority of these studies focused on education and water initiatives. In Kenya, Nonetheless, it is difficult to make comparisons since there is so little data on how organizational factors affect M&E results at the GZDSP.

In addition, the lack of such studies in Kenya continues to be a significant barrier to response interventions that would increase the exploitation of M&E reports and data, as well as synergize organizational performance in boosting livelihood resilience and adaption mechanisms.

Table 2.1: Research Gaps

Author (s)	Topic	Objectives	Methodology	Key Findings & Conclusions	Knowledge Gaps
Kithinji, C., Gakuu, C., & Kidombo, H. (2017).	Resource Allocation, Evaluational Capacity Building M&E Results Utilization Among Community Based Organizations in Meru County in Kenya	The purpose of this study was to determine how spending on monitoring and evaluation (M&E) affected the application of M&E findings at the project level in Meru County, Kenya.	A mixed mode approach - descriptive survey and a cross-sectional survey study sampled 186 employees of NGOs and CBOs	Significant amounts of money were set aside for several monitoring and evaluation tasks. There was a favorable relationship between the usage of M&E outcomes and all resource provisioning variables. Utilization of M&E results increased by	Limited to NGOs and CBOs,

Author (s)	Topic	Objectives	Methodology	Key Findings & Conclusions	Knowledge Gaps
				26.1% for every unit increase in resource allocation.	
Kaye-Essien, C. W. (2020).	Performance reporting delay in local government: a global south view.	To understand how central–local relations and internal technical characteristics contribute to performance reporting delays at the local level in a Global South context.	Desk review; and survey on 30 local government officials.	Pre-election years tend to have longer delays in performance reporting due to less leadership commitment. Reasons for the lateness of reports include a lack of resources to fund and maintain adequate data collecting and management systems, a scarcity of highly skilled monitoring and evaluation specialists at the local level, and an absence of punishments for noncompliance .	Study is narrow as small sample of only 20 out of 260 targeted
Karimi, S. S., Mulwa, A. S., & Kyalo, D. N. (2020).	Stakeholder Involvement in Data collection for M&E and Performance of Literacy and Numeracy Educational Programme in Public Primary Schools in Nairobi County, Kenya.	To establish the extent to which Stakeholder Involvement in data collection influence performance of literacy and numeracy educational programme.	Descriptive research survey design and correlational research designanalysis of a BOT PPP project in Cangzhou Huanghua Port. Questionnaires and interviews used to collect data	Statistical significant relationship between data collection and performance of literacy and numeracy educational programme.	research on data management was lacking and specifically involvement of all stakeholders in data collection in intervention of programme.

Author (s)	Topic	Objectives	Methodology	Key Findings & Conclusions	Knowledge Gaps
Emmanuel, N. (2020).	Stakeholder Involvement and Performance of Donor Funded Projects in Rwanda: A Case Study of Empowering Youth Through an Inclusive Cooperative Movement in Rwanda'Project (eyicm) in Bugesera District.	Determine the impact of stakeholder involvement at each stage of a project's lifecycle on that project's success: at the outset, throughout development, and during execution.	Descriptive survey design where 75 respondents from representatives from donors, implementing agency, and the project beneficiaries. Questionnaire used to collect data	There is a strong correlation among stakeholders' involvement at the beginning of a project and the success of that project. there is a very substantial relationship between the community's approval of the project and its success. The success of the EYICM Project may be attributed to its competent institutional administration, generous donor support, progressive government policies, and sound management procedures.	Limited to one district in Rwanda
Mutekhele, B. N. (2018).	Utilization of Monitoring and Evaluation Systems, Organizational Culture, Leadership and Performance of Educational Building Infrastructural Projects in Bungoma County, Kenya	The goals of this study are (1) to ascertain the impact of data sharing and utilization, (2) to evaluate the impact of M&E work plan, (3) to analyze the impact of routine program monitoring, and (4) to analyze the impact of combined M&E	Researchers used questionnaires and interview schedules as part of a descriptive survey research design to collect data from a sample of 110 people drawn from the county level implementation committee, the	Having a well-developed M&E work plan and conducting frequent program monitoring are all factors that contribute to the success of educational building infrastructure projects. Organizational culture acts as a moderator	There was a deficiency in the adoption of M&E frameworks, databases at both the municipal and national levels, human competence for M&E, and the efficiency of infrastructure-building projects.

Author (s)	Topic	Objectives	Methodology	Key Findings & Conclusions	Knowledge Gaps
		systems on the outcomes of infrastructure projects for schools in Bungoma County.	NG-CDF implementation committee, and the national ministry of education's implementation committee..	relationship between monitoring and evaluation tools and the accomplishment of construction projects.	

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research strategy and methodology utilized to perform the study. Other points discussed include ethical issues and the scope of the research in terms of demographics, sample size, and data collecting methodology.

3.2 Research Design

This is a study layout that describes the many forms of data collection, preparation, and analysis techniques. It outlines the methods and techniques that must be followed throughout investigative responses. The inquiry followed a descriptive design. This

approach of collecting data from respondents has the benefit of not altering the context of the results. It entailed discussing the study's subject without influencing the outcome. As a result, descriptive design centered on gathering and delivering reliable subjectively and quantitatively proved data that could be easily analyzed.

3.3 Target Population

The targeted population consists of the whole collection of things being queried. Featured may be individuals, products, locations, and components that may be of interest to investigators. According to Mugenda & Mugenda (2009), they provide data that are required to address the research's goals. The study targeted all the relevant offices involved in implementing the Green Zones Development Support Project including Ministry of Environment and Forestry, Kenya Forest Service, National Project Committee, Project Management and Coordination unit, County Project Implementation teams and intended beneficiaries and communities. As can be seen in table 3.1 beneath, a total of 65 respondents were selected for the research.

Table 3.1: Target Population of the Study

GZDSP Teams	Location of Offices	No. of individuals- Target population
Project Implementation Unit	Head office	12
Technical Implementation Committee	Head office	11
GZDSP M&E Officer	Head office	5
KFS M&E Unit	Head office	5
Regional Coordinators	Region	8
Target Ecosystem Conservator	Counties	15
Stakeholders	County Project Implementation Teams	75

In addition, the study also targeted supporting actors such as NEMA, County government officials, Director of Agriculture, County commission and Community representatives from environment interest groups.

3.4 Sample and Sampling Procedure

A sample is a small proportion of target population selected using various predetermined procedures to provide data that can be used to estimate population parameters. On the same note, Bryman (2012) explains that a sample is drawn from target population for purposes of drawing conclusions from a research problem. According to Creswell and Clark (2011), data collected from a subset of the population may be used to draw conclusions about the whole. The research sought for a wide range of participants from various parts of the project to ensure a representative sample.

Table 3.2: Sampling Frame

GZDSP Teams	Location of Offices	No. of individuals- Target population	No. of individuals to be sampled
Project Implementation Unit	Head office	12	6
Technical Implementation Committee	Head office	11	6
GZDSP M&E Officer	Head office	5	5
KFS M&E Unit	Head office	5	5
Regional Coordinators	Region	8	8
Target Ecosystem Conservator	Counties	15	15

Stakeholders	County Project Implementation Teams	75	20
Total		141	65

The study employed a mix of census and purposive sampling to sample research respondents for the study. According to Parker (2014), if a population is too tiny to sample, it makes sense to include all of its components in a research by using census-style methods. As such, the census sampling was applied in departments that had very few responsible individuals that actualise the GZDSP program in Nairobi (Saunders *et al.*, 2012). However, the study conveniently sampled respondents from the diverse groups of stakeholders based on their level of M&E knowhow of the GZDSP project.

Among the sampled government departments that support the GZDSP, the head of M&E and relevant officers were included to participate in the study. All the GZDSP staff were eligible to participate in the study and thus was given an online questionnaire to fill in. This is because they were considered informative and conversant with effectiveness of M&E systems (Babbie, 2008).

3.5 Data Collection Instruments

One of the key methods used questionnaire to get useful, first-hand information from the interviewee sample. Methodological tools used a series of perceptual statements to which project participants were asked to answer on a 5 scale. As a result, the tool captured a broad range of key M&E perspectives. Surveys offer anonymity and privacy, according to Kombo and Tromp (2006).

Kombo and Tromp (2006) describe a questionnaire as "a research tool consisting of a series of enquiries and beneficial for acquiring data from a bigger population." A questionnaire is also made up of a methodically designed collection of items to which responders reply in a pre-determined order, resulting in data that can be analyzed and interpreted to answer research objectives. As noted by Saunders, Lewis and Thornhill (2012), questionnaires give respondents opportunities to feel free and note down responses without inhibition.

Two types of questions, open-ended and closed, were included in the participant questionnaire (Appendix I). Five sections made up the whole survey. In Section A, respondents were asked to provide their age, gender, educational background, professional training, and job experiences. The sections B, C, D, and E examined the four research variables of funding availability, stakeholder involvement, organizational leadership, and human resource capability. Four-point Likert scales were used in each of the four sections on the research dimensions to analyze how different aspects of the GZDSP's infrastructure impacted the efficiency of the M&E processes. According to Kothari (2011), the use of Likert-type questions is justified because the scale is ordered, allowing respondents to choose the option that best supports their opinion, and because it can be used to determine someone's attitude by measuring the extent to which they agree or disagree with a question or statement.

3.5.1 Pilot Testing

In order to test the repeatability of the instrument, a standardized survey questionnaire was issued to a sample of workers. The pretest volunteers were requested to offer comments on the questionnaire's instructions, sensitivity and clarity of questions, and flow. Respondents'

completed questionnaires, as well as their comments and ideas, were gathered. The replies were examined, and understanding, the adequacy of the phrasing, question styles and answer times were evaluated. The questionnaires were changed to assure their dependability.

3.5.2 Validity of the Instrument

In such research, several steps were made to improve the validity of the instrument, including developing questions in basic, clear English and submitting drafts for evaluation by supervisors, other department lecturers, and coworkers. The feedback and suggestions from the reviewers were used to improve the questions in terms of, among other things, clarity, content, wording, explanations, and relevance to the aims of the study.

In other words, validity, as defined by Kothari (2004), is a metric of how well a device produces consistent outcomes. The content and structure of the data collecting instruments was examined to see how well they measure the target constructs over the course of two weeks using a test-retest (Chester, 2015).

3.5.3 Reliability of the Instrument

That degree to which a certain method of study yields repeatable results in a variety of settings. When scientific tools deliver consistent findings, they are deemed reliable. On the 14 responders selected for the pilot test, a test-retest strategy was used. According to Ghauri and Grenhaug (2010), the test-retest technique entails estimating the degree to which identical findings may be reached with a repeated measurement of the correctness of the same idea using the instrument. To do this, the researcher repeatedly delivered a

questionnaire to the same pilot sample twice separated by two weeks. According to Creswell and Piano Clark (2011), a two-week delay is sufficient to eliminate the effects of respondents' repetition and disuse. Cronbach's Coefficient Alpha was determined using SPSS to assess the relationship between the outcomes of the two tests. A Cronbach's Alpha score higher than seven indicates a dependable tool for inquiry.

3.6 Data Collection Procedure

The pilot survey's findings were analyzed to evaluate the validity and dependability of the data gathering processes, as well as to enhance and improve the instruments. Two research assistants were hired and coached to aid in the distribution of surveys to participants. At a meeting of good will held to request consent to undertake the survey, members of the GZDSP were presented to the research team, and permissions and introduction letters were provided by the Ministry of Education and the University of Nairobi.

Links were made in order to locate the intended replies. The data enumerators were provided temporary identity papers and copies of their study licenses for increased field identification. During data collection, the researcher deployed helpers to the field and performed frequent remote monitoring to verify that data was obtained and that any difficulties that arose were resolved promptly. Daily surveys were collected, and briefings were given to address any arising difficulties.

3.7 Operationalization of Variables

Table 3.3: Variables and Measurements

Variable	Type of Variable	Indicators	Measurement Scale	Tools for Data Analysis
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Availability of Financial Resources	Independent	<ul style="list-style-type: none"> • Availability • M&E budget • Timely allocation • Adequacy/sufficient 	Interval	Inferential Descriptive Frequencies
Stakeholder Involvement	Independent	<ul style="list-style-type: none"> • Data collection • Provision of feedback • Results/finding analysis 	Interval	Inferential Descriptive Frequencies
Leadership and management	Independent	<ul style="list-style-type: none"> • Decision making • Resource allocation • System design • Training /capacity building 	Interval	Inferential Descriptive Frequencies
Human Resource capacity	Moderating	<ul style="list-style-type: none"> • Knowledge skills • Equipped office • M&E training 	Interval	Descriptive Frequencies
M&E Performance	Dependent	<ul style="list-style-type: none"> • Effective and applicable outcomes, • Fulfillment of goals, • Makes efficient use of available means 	Norminal	

3.8 Data Analysis Techniques

Outliers were eliminated by classifying the collected information into smaller sets and applying appropriate adjustments. After the data was cleaned, it was analyzed using SPSS Version 22 for inductive and descriptive statistics, yielding frequency counts and percentages which described the study's findings. The linear regression model were utelized to analyze the correlation between the predictor and response variables within a 95% confidence interval.

3.9 Ethical Considerations

Creswell (2009) looked at many different types of ethical dilemmas that might arise during research, such as those involving respondent privacy, confidentiality, and disclosure of

private information. In addition, he emphasizes the need of protecting participants and vulnerable communities. Mugenda (2003) stresses the need of all participants providing informed permission and doing research professionally. This research was confined to academics and was done with a high degree of expertise and attention to the aforementioned ethical issues.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The primary objective of this research is to investigate the organizational elements influencing the effectiveness of monitoring and evaluation systems in the Green Zone Development support project of the Kenya Forest Service. Funding availability, stakeholder involvement, organizational leadership, and human resources are the research aspects.

4.2 Reliability

The reliability tests was performed and results presented in table 4.1.

Table 4.1: Reliability Statistics

Cronbach's Alpha	N of Items
0.823	55

The Cronbach's Alpha was 0.823, indicating the research tool was reliable in answering questions in the efficiency of M&E systems at the GZDSP.

4.3 Demographic Information

This research considers descriptive statistics including the mean to represents the average value of each variable, and standard deviation to illustrates departures from the mean. In particular, the study considered the demographic factors such as biological sex, ten year age group, education attainment, highest qualification, experience at current position, experience in project management, involvement in M&E and task profile.

4.3.1 Biological Sex

This research examined the gender distribution of survey answers from the different GZDSP Teams. Figure 4.2 displays the findings.

Table 4.2: Biological Sex of the respondents

	Count	Percent
Female	24	53.3%
Male	21	46.7%

The study results indicate that out of 45 respondents, 24 (53.3%) were females while the 21 (46.7%) were males. These findings reveal that many of the GZDSP units are gender sensitive and not skewed.

4.3.2 Ten Year Age Group

The study assessed the ten-year age group of the reach participants to illustrate the distribution of diverse age classifications. The results are presented below.

Table 4.3: Ten Year Age Group

	Count	Percent
20 to 29	9	20.0%
30 to 39	15	33.3%
40 to 49	12	26.7%
50 and above	9	20.0%

The results showed that 9 (20%) were aged between 20 and 29 years, whereas the age group of 40 to 49 years accounted for 12 (26.7%). The bulk of the chosen sample ranged in age from 30 to 39 (15, 33.3%), indicating that the bulk of the personnel implementing and overseeing the GZDSP were between 30 and 50 years, an indication of a well balanced workforce comprising of both youthful and experienced personalities.

4.3.3 Level of Education

Assessing respondents' familiarity with the factors affecting the efficiency of monitoring and evaluation systems in the KFS GZDSP enya Forest Service's Green Zone Development assistance project is facilitated by looking at their educational background. The following is a table displaying the results.

Table 4.4: Education Attainment

	Count	Percent
College	3	7.0%

University	42	93.0%
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Table 4.4 shows that of the 45 responses, 42 (93%) had attained university level of education while 3 (7%) had college level certificates. The data show that most GZDSP groups are highly learned and able to understand the factors affecting the performance of M&E systems at the institution.

Further breakdown of the education categories indicate that among the 42 employees with university level education, 24 (53% had bachelors degrees, 12 (27%) had masters level certificate while 6 attained PhD levels of education. The analysis prove that the GZDSP teams are highly qualified and capable of establishing highly reliable and efficient M&E systems that are able to monitor progress, outcomes and impacts.

Table 4.5: Highest Qualification

	Count	Percent
Diploma	3	6.7%
Degree	24	53.3%
Masters	12	26.7%
PhD	6	13.3%

4.3.4 Experience at Current Position

Examining the respondents' educational background helps to deduce their level of knowledge on organizational factors impacting the efficiency of M&E systems in the KFS-GZDSP. This data is tabled below.

Table 4.6: Experience At Current Position

	Count	Percent
1 to 5	9	20.0%

5 to 10	3	6.7%
10 to 15	12	26.7%
16 to 20	9	20.0%
Over 20 years	12	26.7%

The results showed that 9 (20%) had less than 5 years of experience while the majority of 12 (26%) had between 10 and 15 years of working within their current posts. In addition, 12 (26%) indicated they had over 20 years of experience at their current positions, indicating that a big chunk of the GZDSP were not new to the program management.

4.3.5 Experience in Project Management

In relation to having experience in project management, the results in table below indicate that majority of 18 (40%) had worked with PM systems for about 6 to 10 years whereas only 3 had been involved in management of programs for over 20 years. The analysis thus portray a workforce that have had enough exposure to the PM systems.

Table 4.7: Experience In Project Management

	Count	Percent
1 to 5	12	26.7%
6 to 10	18	40.0%
11 to 15	12	26.7%
Over 20 years	3	6.7%

4.3.6 Involvement in M&E

Additional results presented in table below indicate the level of involvement of the teams in M&E systems.

Table 4.8: Do You Have Any Involvement With M&E?

	Count	Percent
Yes	45	100.0%

The results indicate that all of the responses admitted to be involved in M&E systems, thus indicating that the GZDSP projects management frameworks have an integrated M&E system where every unit and personnel is involved in either tracking or monitoring the progress of project goals with regard to time, budget and outputs.

4.3.7 Task Profile

Table 4.9 displays the results of the task profiles of the 46 survey takers, concerning the agricultural and forestry at the GZDSP project.

Table 4.9: Task Profile

	Count	Percent
Forestry/ Agriculture	45	100.0%

4.4 Diagnostic Tests

Since the data was collected by watching the same participants at the same time, multicollinearity analysis is necessary, and the variances of error components in regression models often fluctuate between observations, reflecting the presence of heteroscedasticity.

Ordinary least squares estimation yields inefficient estimators when multicollinearity and heteroscedasticity are present. Therefore, if multicollinearity and heteroscedasticity are present, they must be corrected accordingly to produce accurate standard errors for hypothesis testing.

4.4.1 Multi Collinearity Tests

Multicollinearity develops when independent variables have a clear linear connection. Table 4.18 displays test results for VIF. Based on the findings of the VIF test and the correlation matrix, There was no multicollinearity since all of the variables had VIFs below 10 and tolerances over 1. Further, to check for pairwise correlation, the Pearson correlation matrix result show that financial availability had a positive and significant correlation with stakeholder engagement ($r=0.605^{**}$) and leadership ($r=0.47^{**}$), signaling a strong relationship. Similarly, stakeholder engagement had positive and significant correlation with leadership ($r=0.413^{**}$) and human resource capacity ($r=0.33^{**}$). The correlation between financial availability and human resource capacity was positive but not significant ($r=0.229$), indicating a weak relationship.

Table 4.18: Collinearity Statistics

	Tolerance	VIF
Funds Availability	.573	1.745
Stakeholders engagement	.589	1.699
Leadership & management	.676	1.478
Human Resource Capacity	.800	1.251

Table 4.19 Correlation Matrix

	Financial Availability	Stakeholder engagement	Leadership & Management	Human Resource
Financial Availability	1			
Stakeholder engagement	.605**	1		
Leadership & Management	.470**	.413**	1	
Human Resource	.229	.330*	.407**	1

**,* Correlation is significant at the 0.01 & 0.05 level

4.4.2 Tests for Heteroscedasticity

White's test was performed to determine heteroscedasticity, and the findings are shown in the table below. Heteroscedasticity was proven by the diagnostic test. For White's test, the p-value for failing to reject the homoscedasticity null hypothesis was less than 0.05.

Table 4.20: Model Summary

R	RSquare	Adjusted Rsquare	Std. Error of the estimate	White	P
0.862	0.742	0.676	0.0018	351.88	0.00

4.4.3 Normality Analysis

After performing a Shapiro-Wilk test, it was determined that the data followed a normal distribution since the residual p-value was larger than 0.05.

Table 4.21: Tests of Normality

Shapiro-Wilk			
	Statistic	df	Sig.

Financial Availability	.856	45	.120
Stakeholder engagement	.884	45	.092
Leadership management	.928	45	.118
Human resource capacity	.866	45	.245

a. Lilliefors Significance Correction

4.5 Univariate Analysis

In this study, the dimensions of M&E performance was measured in terms of four aspects, namely, financial resources, stakeholder participation, organizational leadership and human resource capacity. Each aspect was operationalized in terms of ten perception statements, against which respondents were requested to indicate their views on a four-point Likert scale, calibrated as ‘strongly agree’, ‘agree’, ‘disagree’ and ‘strongly disagree’.

The views expressed by the respondents are presented in subsequent sections

4.5.1 Financial Resources

The results on the sources of project finances are indicated below

Table 4.10: Funding Sources

	N	Percent
Gok	6	8.3%
Community	21	29.2%
Donor/ Sponsor	45	62.5%
Total	72	100.0%

The results indicate that the main source of GZDSP finances according to the respondents was the donor/ sponsors community, which accounted for over 60%, followed by the

community stakeholders, which contributed about 29%. The government was mentioned by only 6 responses, indicating that the GZDSP programs were mainly run by the non-government stakeholders. As such, the M&E systems played a big role in ensuring efficiency, effectiveness and relevant to the intended goals.

The responses on the itemized issues touching the financial aspects of M&E are indicated in the table below;

Table 4.11: Financial Aspects of M&E

	Strongly Disagree		Disagree		Agree		Strongly Agree		Mean Rating Score	Std. Dev
	Freq	%	Freq	%	Freq	%	Freq	%		
i. Project funding is sufficient to improve M&E	0	0.0%	15	33.3%	21	46.7%	9	20.0%	2.87	1.022
ii Project budgets include M&E activities	0	0.0%	21	50.0%	15	35.7%	6	14.3%	2.64	1.005
iii.M&E funding are allocated in a reasonable timeframe.	0	0.0%	24	53.3%	12	26.7%	9	20.0%	2.67	1.109
iv. M&E money is used for the intended purpose.	3	6.7%	18	40.0%	21	46.7%	3	6.7%	2.53	1.446
v. The M&E activities have a separate budget line	0	0.0%	18	40.0%	27	60.0%	0	0.0%	2.6	1.173
vi. The County level offices have an M&E budget for the GZDSP activities	0	0.0%	0	0.0%	27	64.3%	15	35.7%	3.36	1.096
vii.Having a M&E budget enhances its performance	0	0.0%	0	0.0%	30	66.7%	15	33.3%	3.33	0.96
viii.Performance budgeting is crucial for designing effective M&E systems	0	0.0%	0	0.0%	27	60.0%	18	40.0%	3.4	0.975
ix. M&E budget enables smooth implementation of operational and performance changes that improve project performance	3	7.1%	3	7.1%	27	64.3%	9	21.4%	3	1.145
x.The GZDSP budget is inclusive of M&E related activities	30	66.7%	12	26.7%	0	0.0%	3	6.7%	1.47	1.012
									2.787	1.09

The overall mean for the observed criteria was 2.87 suggesting that the majority of respondents endorsed the claims to a moderate degree. The standard deviation was 1.1, showing a covariance of 1.1% . The majority of responses (21, 46%) agreed that KFS-GZDSP project funds were sufficient to improve M&E, whereas 15 (33.3%) disagreed. Similarly, 21 (50%) disagreed that the related project budgets included M&E activities, while 6 (14%) strongly disagreed. Further, 21 (47%) agreed that the monies allocated for M&E activities were utilized for the intended purpose while 18 (40%) disagreed. The results demonstrate that the level of funding for M&E activities was not known and transparent given the divergence of opinions among the respondents. Moreover, 24 (53%) admitted that the M&E funding was not timely, revealing the inefficiencies in processing and allocating project M&E funds, mainly because of bureaucratic redtapes.

Regarding the inclusion of M&E budgets for the GZDSP activities by respective county governments, 27 (64%) agreed while 15 (36%) strongly agreed. The results prove that the offices of the county governments allocated monies for the M&E related activities. Equally, many of responses (30-66.7%) agree that having an M&E budget enhanced the performance of monitoring and assessment systems. In addition, about 27 (60%) and 18 (40%) of the respondents agreed and strongly agreed that performance budgeting was essential for the design of successful M&E systems. The findings reveal the favorable position of M&E's effect on the GZDSP's performance as indicated by the replies. However, thirty (66.7% of respondents) stated that the GZDSP budget did not include M&E-related operations, necessitating such considerations in future budgeting plans.

Additional results indicate that the mean rating scores for performance budget and county government's influence in M&E budgets had the highest ratings while the inclusion of

M&E budget in the GZDSP budgets received the lowest. The responses thus showed that M&E activities for the GZDSP projects was county government driven and that very little was allocated to evaluate the project outcomes and performance.

4.5.2 Stakeholder Participation

Different levels of stakeholders engage in monitoring or assessing a particular project, share control over the activity's process, content, and results, and identify or execute corrective actions. Therefore, their participation is important to attaining the GZDSP's goals. The responses from stakeholders are tabled in 4.12.

Table 4.12: Stakeholder Participation

		Count	%
Is the M&E process open to external stakeholders?	Yes	33	73.3%
	No	12	26.7%
Frequency of your involvement in GZDSP M&E activities?	Quarterly	3	6.7%
	Yearly	9	20.0%
	As And When It Is Organized	24	53.3%
	Rarely Involved	9	20.0%

The results in table 4.12 reveal that 33 (73%) admitted to observing an open M&E process which was open to engaging stakeholders. Similarly, 53% admitted that the frequency of their involvement in M&E activities was when organized, meaning that it was not structured. Further, the participants perception on the stakeholder involvement items is presented below.

Table 4.13: Stakeholder Involvement

	Strongly Disagree		Disagree		Agree		Strongly Agree		Mean Rating Score	Std. Dev
	N	%	N	%	N	%	N	%		
i.GZDSP Stakeholders fully participate in the program affairs in relation to ensuring accountability	9	20.0%	9	20.0%	27	60.0%	0	0.0%	2.4	1.017
ii. Stakeholders' perspectives are frequently ignored in the performance monitoring system's design process.	0	0.0%	3	6.7%	36	80.0%	6	13.3%	3.07	1.171
iii.The GZDSP has developed methods of handling stakeholder interaction.	0	0.0%	21	46.7%	15	33.3%	9	20.0%	2.73	0.93
iv.Collecting data for monitoring and evaluation purposes involves all participants in a continuous cycle of participation.	0	0.0%	6	13.3%	30	66.7%	9	20.0%	3.07	1.135
v.Stakeholders get feedback from the monitoring and evaluation process.	0	0.0%	18	40.0%	18	40.0%	9	20.0%	2.8	1.217
vi.Stakeholders support do influence management decision at GZDSP.	6	13.3%	6	13.3%	30	66.7%	3	6.7%	2.67	1.446
vii.The GZDSP stakeholders participate in quarterly and yearly M&E programmes	0	0.0%	0	0.0%	39	92.9%	3	7.1%	3.07	1.114
viii.The participation of stakeholders in M&E is done through review meetings and	3	6.7%	0	0.0%	30	66.7%	12	26.7%	3.13	1.484
ix. The beneficiary community and sub-structure respondents have demonstrated high interest in the maintenance of GZSDP projects	0	0.0%	0	0.0%	36	80.0%	9	20.0%	3.2	1.164
x. community participation in stakeholder monitoring and evaluation is encouraged by the management	42	93.3%	0	0.0%	0	0.0%	3	6.7%	1.2	1.01
									2.734	1.169

The results yielded an overall mean score of 2.734 and a standard deviation of 1.169. The results indicate that on average, 68% of the respondents endorsed the effect of stakeholders in M&E performance to be vital. Additional results showed that majority of responses (27, 60%) agreed the GZDSP Stakeholders fully participated in the program affairs in relation to ensuring accountability, whereas 9(20%) strongly disagreed. On a different note, 80% admitted that stakeholders' perspectives were frequently ignored in the performance monitoring system's design processes, as compared to 6 (13%) who strongly disagreed.

About 21 (46.7%) disagreed that the GZDSP has developed methods of handling stakeholder interaction while 15 (33%) agreed. The results thus demonstrate that even though the GZDSP allowed stakeholders participation in program affairs, they did not engage them in the design of M&E systems. As such, stakeholders performed assessment roles within the already designed frameworks.

In addition, many responses (30, 66%) agreed that stakeholders support influenced management decision at GZDSP, whereas 12 (27%) had contrary opinions. Additional analysis show that 39 (92%) and 3 (7%) agree and strongly agreed that the GZDSP stakeholders participate in quarterly and yearly M&E programmes respectively. Many respondents also admitted that the participation of stakeholders in M&E was done through review meetings (42, 93). The results thus show that the participation of stakeholders in the GZDSP affairs influenced the management decisions.

Regarding data collection for M&E activities, majority of 30 (66%) said all parties participated in the related activities, revealing a lack of bias in assessment processes. In addition, 18 (40%) and 9 (20%) disagreed and strongly agreed that the feedback of the M&E process was shared with the stakeholders.

The majority of 36 (80%) also admitted that the beneficiary community and sub-structure respondents have demonstrated high interest in the maintenance of GZSDP projects. Also, 42 (93%) strongly disagreed that the community participation in stakeholder M&E was encouraged by the management. The results therefore demonstrates that not all of the sperceived stakeholders including beneficiary communities were encouraged to participate in the M&E activities.

The results further evidence that there was strong desire by the beneficiary communities to participate in the M&E activities (mean rating score 3.20), even though the management did not encourage such propositions (mean 1.2). As such, the management need to review their participants list and include beneficiary communities.

4.5.3 Organizational Leadership

Organizational leadership is crucial in assessing the program performance in order to continually improve implementation. Project leader therefore enables program staff to track specific indicators and measure on their own to promote accountability. The results on the leadership performance in relation to M&E is presented in the following sections.

The results on the participation of PM unit and county management in M&E related activities is shown below.

Table 4.14: Participation of Project Management Unit/County Management PM

	Count	Percent
Yes	45	100.0

The results show that all the responses admitted to observing PM management unit and county management in the M&E processes at GZDSP program. In terms of the specific leadership items, the results presented below indicate that 24 (53%) agreed that the presence and involvement of the leaders in the activities was crucial in decision making and steering the project forward.

Table 4.14: County Administrators in M&E Processes

	Strongly disagree		Disagree		Agree		Strongly agree		Mean Score Rating	Std. Dev
	N	%	N	%	N	%	N	%		
i. Project/county management's input is crucial in M&E, since they	0	0.0%	6	13.3%	24	53.3%	15	33.3%	3.2	1.176

are the ones to make choices and provide solutions.											
ii. How Monitoring and Evaluation outcomes are reported and perceived is largely determined by project/county administration.	3	6.7%	3	6.7%	30	66.7%	9	20.0%	3	1.398	
iii. Project/County government administration placed a premium on properly allocating monitoring and evaluation tools.	0	0.0%	3	6.7%	27	60.0%	15	33.3%	3.27	1.227	
iv. Without any of the help of county-level administration, establishing a monitoring and evaluation system would fail.	0	0.0%	0	0.0%	12	26.7%	33	73.3%	3.73	1.219	
v. The current GZDSP leadership is committed towards M&E work	0	0.0%	0	0.0%	39	86.7%	6	13.3%	3.13	1.202	
vi. The GZDSP leadership ensures strict supervision of all related M&E activities	0	0.0%	0	0.0%	39	86.7%	6	13.3%	3.13	1.056	
vii. The GZDSP project has a well-built culture of benefiting from M&E work	0	0.0%	0	0.0%	39	86.7%	6	13.3%	3.13	1.097	
viii. The M&E recommendations have been implemented by the GZDSP leadership	0	0.0%	9	20.0%	30	66.7%	6	13.3%	2.93	1.091	
ix. The M&E results have influenced the current organizational policies adopted by the GZDSP leadership	0	0.0%	0	0.0%	18	40.0%	27	60.0%	3.6	1.268	
x. The GZDSP leadership constantly demand for results from all project work as part of the M&E agenda.	42	93.3%	0	0.0%	3	6.7%	0	0.0%	1.2	1.238	
									3.032	1.197	

Table 4.14 indicates that the overall mean for organizational leadership was 3.03, indicating that most of the participants strongly agreed with the statements. The standard deviation was 1.2. The results also revealed that the majority of responses (30, 66.7%) agreed that the PM outcomes were mostly reported by the county officials, while just 3 (7%) strongly disagreed. In the same vein, 15 respondents (33%). agreed that administrators had a high appreciation for M&E tools, whereas 27 respondents (60%). agreed. These findings demonstrate the exceptional performance of industry leaders in M&E tools and reporting procedures. Moreover, 33 (73%) strongly agreed that the county-

level administrators were critical in the establishment of M&E frameworks for the GZDSP project, further evidence of the importance of leaders in the set-up and functioning of M&Es.

With regard to the GZDSP leadership in M&E processes, the results show that the 39 (86%) agreed that the current leaders were committed to the M&E; whereas 39 (86%) agreed that they were responsible for the strict supervision of the related activities of M&E. On the same note, 87% admitted that a greater percentage of the GZDSP workforce were M&E oriented, signifying a strong belief on monitoring and assessing both performance and outcomes of the program. About 6 (13%) also agreed that the GZDSP leadership implemented the recommendations borne of M&E processes, further highlighting the crucial role of leaders in actualizing the related recommendations that enhance program performance. Twnty seven (60%) responses strongly agreed that the M&E results have influenced the current organizational policies adopted by the GZDSP leadership, whereas 42 (93%) strongly disagreed that the GZDSP leadership constantly demanded for results from all project work as part of the M&E agenda. The results thus demonstrate that even though the GZDSP leadership were involved and implemented most of the M&E reports and recommendations, their frequency was not constant and scaled up to all project works.

4.5.4 Human Resource Capacity

Human resource is the heart beat of any project and are responsible for the planning and execution of related activities including M&E. The study results on the adequacy of skilled workforce at the GZDSP is presented below.

Table 4.15: Adequacy of Skilled Workforce at the GZDSP

Frequency	Percent
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Yes	42	93.3
Not sure	3	6.7
Total	45	100.0

The results show that 43 (93%) believed the workforce overseeing the GZDSP project was skilled and able to carry out M&E activities. The related results measuring the metrics of human resource capacity is tabulated below.

Table 4.16: Human Resource Capacity

	Strongly disagree		Disagree		Agree		Strongly agree		Mean Rating Score	Std. Dev.
	N	%	N	%	N	%	N	%		
i. Personnel skills in M&E heavily influence project M&E outcomes.	0	0.0%	3	6.7%	27	60.0%	15	33.3%	3.27	1.36
ii. The human resource of GZDSP is well trained on M&E activities	0	0.0%	0	0.0%	21	46.7%	24	53.3%	3.53	1.181
iii. Continuing professional development and training are significant factors in improving the monitoring and evaluation execution in the GZDSP.	0	0.0%	3	6.7%	36	80.0%	6	13.3%	3.07	1.154
iv. During the hiring process for Monitoring and Evaluations professionals, the Project focuses heavily on individual qualifications.	0	0.0%	0	0.0%	24	53.3%	21	46.7%	3.47	1.219
v. In the Monitoring and Evaluation process, monitoring and evaluation experts play an important role in offering functional guidance.	0	0.0%	3	6.7%	24	53.3%	18	40.0%	3.33	1.285
vi. Core training packages increases the management capacity on M&E systems	0	0.0%	0	0.0%	27	60.0%	18	40.0%	3.4	1.377
vii. Technical support increases the knowledge on monitoring and evaluation of GZDSP activities	0	0.0%	0	0.0%	21	46.7%	24	53.3%	3.53	1.007
viii. Capacity building on Monitoring & Evaluation increases Performance of the GZDSP	3	7.1%	6	14.3%	30	71.4%	3	7.1%	2.79	1.004
ix. The GZDSP has regular trainings on Monitoring & Evaluation	0	0.0%	3	6.7%	30	66.7%	12	26.7%	3.2	1.356
x. The GZDSP staff has a credible competency level on Monitoring & Evaluation systems	3	6.7%	39	86.7%	3	6.7%	0	0.0%	2	1.427
									3.159	1.237

The study results on human resource capacity indicate that seventy eight percent of respondents concurred with the assertion that human resource capacity influence the M&E performance (mean score = 3.159, SD = 1.23). Further, the results showed that majority of responses (27, 67%) agreed that personnel skills in M&E heavily influence project M&E outcomes, while 15 (33%) strongly supported the assertion. Similarly, 53.3% strongly agreed that the human resource of GZDSP is well trained on M&E activities, whereas 21 (47%) agreed. The results demonstrates that the GZDSP place high premium on personnel skills in order to efficiently oversee the M&E activities. On the same note, 36 (80%) admitted that the continuing professional development and training are significant factors in improving the monitoring and evaluation execution in the GZDSP. About 24 (53%) agreed that the hiring process for M&E professionals focus heavily on individual qualifications while 21 (46%) strongly agreed. The results further demonstrate the value of professionalism that the GZDSP place on M&E activities and performance. In addition, 18 (40.0%) strongly agreed that the M&E experts played an important role in offering functional guidance.

Additional analysis show that 27(60%) and 18 (40%) agree and strongly agreed that the core training packages increased the management capacity in M&E, an indication that the in-house training was effective in enhancing personnel capabilities. The majority (24, 53%) strongly agreed that technical support increased the knowledge on M&E of GZDSP activities. Similarly, 30 (71%) agreed that the capacity building initiatives on M&E enhanced performance of the GZDSP. With regard to GZDSP having regular trainings on M&E, 30 (67%) agreed, indicating such trainings were common. Similarly, 39 (86%) disagreed that the GZDSP staff had a credible competency level on M&E systems, meaning

capacity gaps were evident and more training was needed. The results therefore show that despite the good trainings the GZDSP staff received on M&E activities, their credible competency levels was still low and they needed regular trainings to enhance their technical capabilities in M&E systems and processes.

In terms of rating scores, trainings and technical support had the highest means of 3.53 each, while competencies in M&E systems had the lowest score of 2.

4.5.5 Performance of M&E Systems

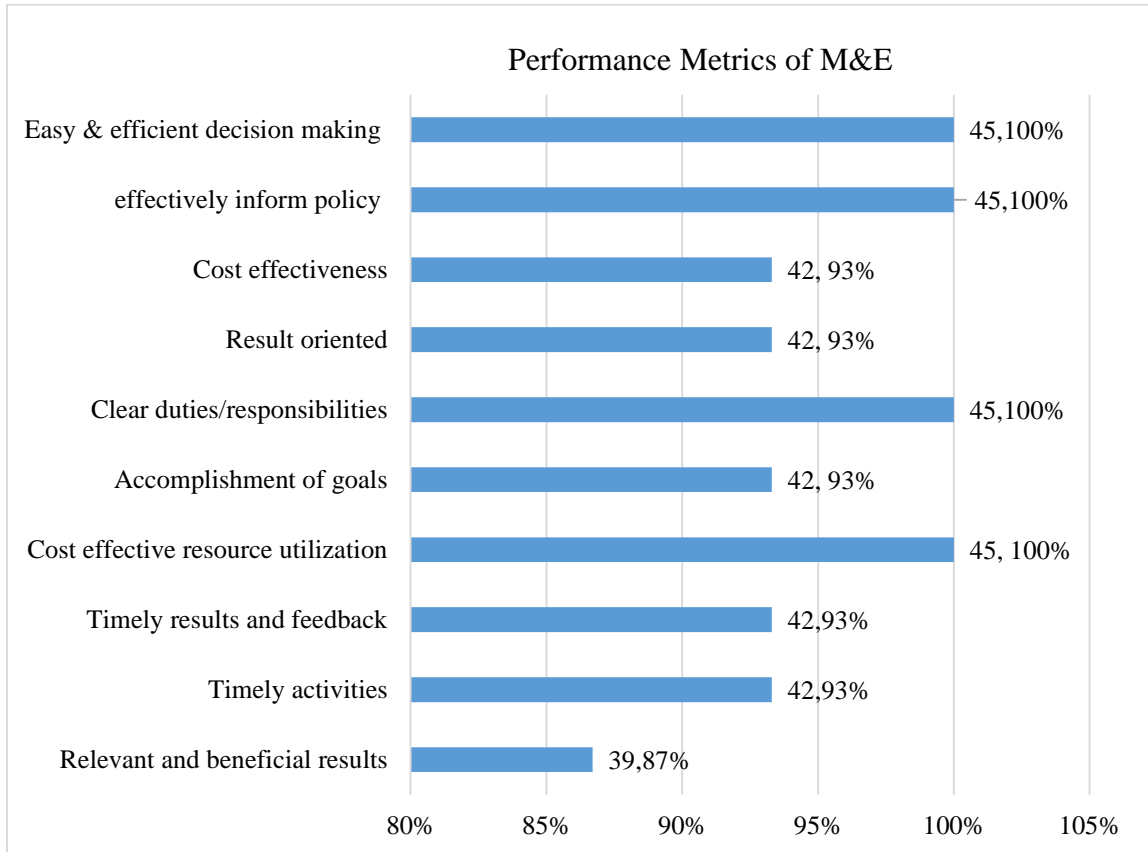
Management functions such as monitoring and evaluation are performed continuously to check in on the project's progress toward its goals, identify implementation bottlenecks, and call attention to any unexpected consequences that may arise. The performance of M&E systems is therefore of valuable importance to an organization. With regard to their performance at the GDZSP, 45 (100%) respondents stated the M&E performance were partially achieved.

Table 4.17: Performance of M&E Systems

	Frequency	Percent
partially achieved	45	100.0

The results on the performance metrics is tabulated below.

Figure 4.1: Performance Metrics of M&E



The results show that 39 (86.7%) stated the M&E processes at the GZDSP produced relevant and beneficial results while 45 of them stated the M&E was vital in enabling easy and efficient decision making. About 42 (93%) stated the M&E made the project operations cost effective and results oriented. Therefore, the data show that the M&E operations at the GZDSP performed well.

4.6 Regression Results

A regression model was used to fulfill the primary objective of this research, which was to investigate the organizational elements influencing the effectiveness of monitoring and evaluation systems in the Kenya Forest Service's Green Zone Development assistance project. The F test and the R-squared statistic were employed to measure the overall model fit. The R-squared value of 0.735 indicates that the model explains about 73.5% of the

variance in organizational factors impacting the effectiveness of M&E systems, and the p value of 0.0000 is less than 0.05, indicating that the regression coefficients are not all equal to zero. This indicates the model factors substantially explained the dependent variable. Table 4.22 displays regression outcomes.

Table 4.22: Regression Analysis

					R	.857 ^a
					R Square	.735
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.288	.145		8.892	.000
	Financial availability	.239	.035	.733	6.819	.000
	Stakeholder engagement	-.149	.048	-.327	-3.085	.004
	Leadership & management	-.415	.046	-.888	-8.971	.000
	Human resource capacity	.239	.041	.538	5.910	.000

a. Dependent Variable: ME Performance

Financial availability (B=0.239, t=6.819, p=0.00) and human resource capability (B=0.239, t=5.910, p=0.00) were positively and substantially related with efficient M&E systems, according to the regression findings. In contrast, stakeholder involvement (B=-0.149, t=-3.085, p=0.004) and leadership management (B=-0.415, t=-8.971, p=0.000) were shown to be substantially and adversely correlated with M&E system performance. In addition, these associations were statistically significant at 1% significance levels.

The estimated model yielded a constant value of 1.288, indicating that when all drivers (money availability, stakeholder involvement, leadership management, and human

resource capability) were held constant, M&E efficiency increased by 128% at the 1% level. A t statistic value of 8.892 and a p statistic value of 0.0000 also support this conclusion. This is a multiplicative effect of the GZDSP's M&E systems.

CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSION AND DISCUSSIONS

5.1 Introduction

This chapter presents the study's results and then draws inferences based on the established association between identified factors and GZDSP M&E systems. As a means of bridging the gap, further policy ideas and research topics are proposed.

5.2 Summary Findings

The research demonstrates that M&E systems are important to the success of GZDSP-related undertakings. Better results in project outcomes can be recorded when M&E systems are efficiently and effectively used. Conclusively, this study revealed that M&E systems improved performance by 1.288 units when all other independent variables are set

at a constant zero. These findings agree with Adra (2007) that M&E processes allow the relevant offices to initiate corrective measures that are timely and responsive to the specific bottlenecks, thereby enhancing productivity of outcomes and impact. The findings also support Mulwa (2008) assertion that evaluation process informs decision making activities since it briefs the project team on the level of targets met, budgets, and workforce abilities with regard to program goals. In support of these results, Spaulding (2014) asserts that a successful and efficient M&E system generates a good SWOT analysis since management is able to construct a case based on prior experiences, allowing for a better informed and evidence-based choice.

Financial availability, stakeholder involvement, leadership management, and human resource capacity in the M&E system have been found to impact GZDSP performance.

5.2.1 Summary Findings on Availability of Financial Resources

The association between cash availability and GZDSP performance in terms of project timeliness, efficiency, relevance, cost management, and decision-making is high (0.243). When every predictor variable was held at a fixed zero, the research showed that the effect of finances was directly proportional to the efficiency of M&E. Therefore, this link might be strengthened by placing a greater focus on inclusive budgets for M&E operations and capacity development. The facts, however, show that the GZDSP did not receive funding for monitoring and evaluation activities, while county governments did. 27 (64%) of respondents agreed that their respective county governments had M&E funds for GZDSP operations. Nonetheless, 66% of respondents strongly disagreed that the GZDSP budget included M&E-related operations. These results contradict Kelly and Magongo's (2004) assertion that the M&E unit should get between 5 and 10 percent of the program's budget.

In addition, the results contradict Mugambi and Kanda (2013), who said that the program should provide funds for monitoring and evaluation tasks in order to prevent interfering with an organization's plan execution.

5.2.2 Summary Findings on Stakeholder Involvement

The effectiveness of the GZDSP suffered as a result of stakeholder involvement in monitoring and evaluation (-0.149). Assuming no change in the other independent variables, GZDSP's output would go up by -0.149 for every unit of stakeholder participation. This indicates that an excessive amount of stakeholder involvement in M&E may have a negative impact on the efficiency of GZDSP M&E processes. So, with the hope of bettering M&E data and avoid project delays, it is crucial to manage stakeholder contact effectively. The results contradict Askari's (2014) conclusion that stakeholders contribute greatly to the quality of the program by serving as target respondents and future reference users.

5.2.3 Summary Findings on Leadership and Management

Similarly, leadership management in the M&E operations of GZDSP had negative consequences on their performance (-0.415). When every other independent variable is held constant at zero. An increase in leadership management would decrease the number of deliverables generated by GZDSP by -0.415. This indicates that M&E systems in the GZDSP would likely function less successfully if the leadership oversaw M&E operations with excessive micromanagement. The results contradict Bloom et al(2006) .'s conclusion that management should guarantee that the M&E frameworks contain effective monitoring, participation in the formulation of rules, responsibility, and commitment to the system's design. 39 (86%) agreed that the current leaders were committed to M&E; 39 (86%) agreed

that they were responsible for the strict supervision of M&E-related activities; 6 (13%) agreed that the GZDSP leadership implemented recommendations resulting from M&E processes; 27 (60%) strongly agreed that the M&E results have influenced the current organizational policies adopted by the GZDSP leadership, whereas 42 (93%) strongly disagreed. The results confirm Care's (2012) assertion that top management is responsible for establishing the systems, rules, and financial strategies for the company's numerous divisions. In addition, Chaplowe (2008) concurs that they are the most influential strategists and policymakers with the ability to alter M&E systems because they build the atmosphere and processes required for M&E systems to run successfully. Additionally, Gaitano (2011) supports the results by stating that leadership must approve compliance standards, SOPs, Manuals, and even reports before they can be widely disseminated and published, therefore fostering a culture of M&E system compliance among enterprises and their workers. The accuracy of M&E data must be improved to prevent delays in project completion. The aspect of leadership management must be thoroughly assessed and balanced.

5.2.4 Summary Findings on Human Resource Capacity

Additionally, the people capacity of M&E favorably affects GZDSP performance. This was shown by a beta coefficient of 0.243 ($t = 5.901$, $p = 0.000$). The impact of a one-unit increase in human resource capability result in a 0.239% rise in GZDSP's performance, assuming all other independent variables remain same. Therefore, HR performance may be enhanced if firms engage in capacity development on M&E systems to strengthen the credibility of the GZDSP M&E systems' competence levels. Further analysis revealed that (27, 67%) were in consensus that the level of The level of experience of project workers in

M&E is essential to the success of M&E initiatives, (53,3%) strongly agreed that GZDSP's human resource is well trained on M&E activities, and (36, 80%) admitted that continuing professional development and training are significant factors in enhancing the monitoring and evaluation execution in GZDSP. The World Bank (2011) supports the results by claiming that technical abilities contribute more to the efficiency of M&E systems, since skilled personnel are more likely to collect reliable data and make accurate interpretations. In addition, the results coincide with Iravo's (2013) assessment that staff capabilities must align with program goals and, by extension, M&E procedures.

5.3 Conclusion

There are various reasons for maximizing the M&E systems for optimum performance at the GZDSP. For example, M&E systems spot check the performance variances exhibited by different departments working under the KFS organization. Despite above, the application and utilization of M&E systems by the implementing personnel and teams have been far from satisfactory in many countries. Based on the estimated model, financial availability and human resource capacity were significantly associated with positive effect in performance, while leadership and stakeholder factors were significantly associated with negative impact.

In this regard, the study conclude that financial resources are vital for the smooth planning and implemnetation of the M&E systems. M&E is a multifaceted activity that involve different personnel in variout departments. Financial resources facilitate the hiring of human resources, external consultants, materials and equipment, travel, data collection and mamaging stakeholders. The lack of it hinders these functionalities and slows the performance of M&E.

In addition, stakeholder management must be structured in order to have better impact on the M&E performance. Stakeholders should not only be receivers of monitoring and evaluation reports; rather, they should be actively involved in the process of learning what is going on in the program or project, what needs to be fixed, how things turned out, and what lessons can be learnt and shared. Consequently, selecting the proper stakeholders is essential for successful M&E execution. Stakeholders might benefit from taking a brief M&E training to their communication and give valuable insights.

Leadership and management must also exercise caution and avoid micro managing the processes of M&E. Management is mostly responsible for implementing tactics and organizing the actions that move a program toward its goals, but it's leadership that sets those goals. Leaders determine a company's overarching vision, goals, and direction, while managers handle the nuts and bolts of charting the course to get there. Clarity and communication between the project donors and managing secretariat is thus crucial in synergizing thoughtful ideas and actions that bolster the overall performance of the program.

The study also conclude that human resources are important aspect of M&E operations. The project teams need to have the time, skills, resources, and direction they need to meet project goals. The understanding and comprehension level of these teams is a great determinant of the overall function of the project.

Therefore to project the performance of the M&E systems, financial factors, human resource factors, leadership and stakeholder aspects are important variables to be considered. Inclusive budgets, competent staff, committed leaders and participatory stakeholder involvement increase efficiency and productivity of the M&E systems. All the

respondents agreed to the varied importance of specified financial resources would enhance the data collection exercises while competent and knowledgeable personnel would stimulate professionalism, thereby condensing the M&E findings into decision making and operational processes.

5.4 Policy Recommendations

The study recommends that the GZDSP should include an M&E budget in their program finances to facilitate smooth implementation and execution of related activities including monitoring, evaluation, and dissemination exercises. In addition, the study recommends strategic involvement of stakeholders including community beneficiaries in the GZDSP monitoring and evaluation activities. The leadership should undergo supervisory training so as to limit micromanagement tendencies that would limit their effectiveness in the M&E performance. Also, the study recommends that additional training to the personnel to enhance their competency level on Monitoring & Evaluation systems.

5.5 Contributions to Further Knowledge

The regression model explained 73.5 percent of the organizational factors influencing M&E success. In each instance, the impact was also statistically significant, with two variables contributing a positive. In order to produce models that give a more robust assessment of the causal association between organizational characteristics and M&E performance, future research of a similar kind will need to adopt better designs, have larger samples, and increase the number of independent variables.

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APPENDICES

Appendix I: Introduction Letter

A. INTRODUCTION AND CONSENT

Hello. My name is **Alexander Kathuku** I am a master's student at Nairobi University. As part of the prerequisites for the Master of Arts in Project Planning and Management degree at the University of Nairobi, I am undertaking research. The goal of the research is to create information that will affect programming, financing, capacity development, and decision making on the Green Zones Development Support Project's M&E processes and procedures (GZDSP).

You have been recognized as a survey participant. I respectfully seek your participation in completing the questionnaire, which will take around 20 minutes. There are no direct advantages for individuals and no hazards associated with involvement. You may withdraw from the research prior to your participation at any time. Please reply to each question

truthfully by inserting a checkmark in the corresponding box or providing a short explanation. We much appreciate your cooperation and help in completing this questionnaire. To maintain anonymity, please do not provide your name on this survey.

Yours sincerely,

Alexander Kathuku

Department of Project Planning and Management

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NAIROBI.

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Tel: 0724530363

Sub-County: _____ **Region:** _____ **Date:** _____

Appendix II: Questionnaire

ORGANIZATIONAL FACTORS INFLUENCING PERFORMANCE OF M&E SYSTEM, A CASE OF GREEN ZONES DEVELOPMENT SUPPORT PROJECT OF KENYA FOREST SERVICE

SECTION A: Demographic Information of the Respondents

Please give the appropriate answer by ticking in the spaces provided.

NO	QUESTIONS	RESPONSES
1	Biological sex	Female [] Male []
2	Ten year age group	20-29yrs [], 30-39yrs [], 40-49yrs [], Above 50yrs []
3	Educational attainment	O' Level [] A' Level [] University Level []
4	Highest qualification?	Certificate [] Diploma [] Bachelor [] Master [] PhD []
5	Experience (Years) at current position	1-5yrs [], 6-10yrs [] 10-15yrs [] 16-20yrs [] Over 20yrs []

6	Experience in Project Management	1-5yrs [], 6-10yrs [] 10-15yrs [] 16-20yrs [] Over 20yrs []
7	Do you have any involvement with M&E?	Yes [] No []
8	Task profile	Health [] Water [] Forestry/Agriculture [] Youth Roads [] Education []

SECTION B: AVAILABILITY OF FUNDS

It is thought that resources play a major influence in improving the performance of M&E systems. Please respond to the following questions on the impact of available finances on the performance of the GZDSP project in Kenya.1.

1. Exactly where will most of the project money be coming from?

- a) County Gov't []
- b) Government of Kenya []
- c) The Team []
- d) Sponsor/donor []
- e) I do not know []

2. Evaluate briefly the following allegations With regards to how financial resources affect the M&E outcomes of the GZDSP project (Key. 1=SD-Strongly disagree: 2=D-Disagree: 3=A-Agree: 4=SA- Strongly agree).

	SD	D	A	SA
i. The actual funding to projects are typically sufficient to improve monitoring and assessment performance.				
ii. Most project budgets include a clear and sufficient provision for monitoring and evaluation activities.				
iii. Monitoring and evaluation funding are allocated in a reasonable timeframe.				
iv. Money set aside usage for monitoring and assessing progress towards goals				
v. The M&E activities have a separate budget line				
vi. The County level offices have an M&E budget for the GZDSP activities				
vii. Having a budget line for M&E activities enhances the performance of M&E systems				
viii. Performance budgeting is crucial for designing effective M&E systems				
ix. M&E budget enables smooth implementation of operational and performance changes that improve project performance				
x. The GZDSP budget is inclusive of M&E related activities				

SECTION C: STAKEHOLDER PARTICIPATION

Stakeholders are very important actors in project management. Please provide answers to the questions below on their influence on performance of GZDSP project in Kenya.

1. Is the M&E process open to external stakeholders?

I. Yes

II. No

2. What is the frequency of your involvement in GZDSP M&E activities?

I. Quarterly

II. Yearly

- III. As and when it is organized ()
- IV. Rarely involved ()

3. Please rate the following statements on the influence of stakeholder participation on performance of M&E system of the GZDSP project (Key. 1=SD-Strongly disagree: 2=D-Disagree: 3=A-Agree: 4=SA- Strongly agree).

	SD	D	A	SA
i. GZDSP Stakeholders fully participate in the program affairs in relation to ensuring accountability				
ii. Stakeholders' perspectives are frequently ignored in the performance monitoring system's design process.				
iii. The GZDSP has developed methods of handling stakeholder interaction.				
iv. All stakeholders are continuously active in data collecting for monitoring and assessment responsibilities..				
v. Stakeholders get feedback on the Monitoring and Evaluation process.				
vi. Stakeholders support do influence management decision at GZDSP.				
vii. The GZDSP stakeholders participate in quarterly and yearly M&E programmes				
viii. The participation of stakeholders in M&E is done through review meetings and				
ix. The beneficiary community and sub-structure respondents have demonstrated high interest in the maintenance of GZSDP projects				
x. The administration actively seeks out community input on stakeholder monitoring and assessment.				

SECTION D: ORGANIZATIONAL LEADERSHIP

Leadership is deemed to be central for any project success. Please provide answers to the following related questions.

4. Does the project management unit/ government of various counties participate in project monitoring and evaluation?

a) Yes ()

b) No ()

5. Please rate the following assertions about the impact of organizational leadership on the GZDSP project's M&E system performance. *(Select all that apply)*

	SD	D	A	SA
i. In Project/county management's input and decision-making are essential components of the Monitoring and Evaluation procedure.				
ii. How M&E outcomes are reported and perceived is largely determined by project/county administration.				
iii. Project/County government administration placed a premium on properly allocating monitoring and evaluation tools.				
iv. Without any of the help of county-level administration, establishing a monitoring and evaluation system would fail.				
v. The current GZDSP leadership is committed towards M&E work				
vi. The GZDSP leadership ensures strict supervision of all related M&E activities				
vii. The GZDSP project has a well-built culture of benefiting from M&E work				
viii. The M&E recommendations have been implemented by the GZDSP leadership				
ix. The M&E results have influenced the current organizational policies adopted by the GZDSP leadership				
x. The GZDSP leadership constantly demand for results from all project work as part of the M&E agenda.				

SECTION E: HUMAN RESOURCE CAPACITY

6. Considering the M&E industry, do you think the workforce is properly trained?

- a) Yes ()
- b) No ()
- c) Not sure ()

7. Please rate the following statements on the influence of human resource on performance of M&E system of the GZDSP project

	SD	D	A	SA
i. Personnel skills in M&E heavily influence project M&E outcomes.				
ii. The human resource of GZDSP is well trained on M&E activities				
iii. Continuing professional development and training are significant factors in improving the monitoring and evaluation execution in the GZDSP.				
iv. During the hiring process for Monitoring and Evaluations professionals, the Project focuses heavily on individual qualifications.				
v. In the Monitoring and Evaluation process, monitoring and evaluation experts play an important role in offering functional guidance.				
vi. Core training packages increases the management capacity on M&E systems				
vii. Technical support increases the knowledge on monitoring and evaluation of GZDSP activities				
viii. Capacity building on Monitoring & Evaluation increases Performance of the GZDSP				
ix. The GZDSP has regular trainings on Monitoring & Evaluation				
x. The GZDSP staff has a credible competency level on Monitoring & Evaluation systems				

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SECTION F: PERFORMANCE OF M&E SYSTEMS

8. How would you rank your project's M&E success?

- a) Fully Realised ()
- b) Partially accomplished ()
- c) Not attained ()

9. In your opinion, what factors contribute to an effective M&E system? (Check all that pertain)

Results that are both relevant and beneficial	
Activities are completed on time.	
Results and feedback in a timely manner	
Resource utilization that is cost effective	
The accomplishment of goals	
Clear duties/responsibilities	
Result oriented	
Cost effective for the project	
Track and effectively inform policy and decisions in projects	
Make the decision making at management level easy and efficient	

Appendix III: NACOSTI Permit



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