DETERMINANTS OF EFFECTIVE MONITORING AND EVALUATION OF LOCAL GOVERNMENT HEALTH CENTRES BUILDING PROJECTS:

A CASE OF MARA REGION

By

NASSORO, YASINI A.

A Dissertation Submitted to the Faculty of Social Science in Partial/Fulfilment of the Requirement for the Award of Degree of Master of Science in Project Planning and Management

2019

CERTIFICATION

We, the undersigned, verify that we have perused and here by suggest for acknowledgment by the Mzumbe University, an dissertation entitled; Determinants of effective monitoring and evaluation of local government health centres building projects: The case of Bunda Town Council and Bunda District Council in incomplete satisfaction of the necessities for award of the Degree of Master of Project Planning and Management of Mzumbe University.

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Major Supervisor

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Yasini Alloys Nassoro

June, 2019

ALLAH MAY BLESS YOU ALL

DEDICATION

This research report is devoted first to my exquisite family, my beloved wife Esther Yohana Gimonge and my lovely kids Rahel, Rehema, Mohamed and last born called Gimonge, all relatives and friends for their moral, psychological, efforts, encouragement, and financial support for my education for their all the time when I was at Mzumbe University. Your presence has been valuable contribution to my success.

LIST OF ABBREVIATIONS

APR	Annual Progress Report
DPs	Development Partners
EIRR	Economic Internal Rate of Return
HSSP	Health Sector Strategic Plan
IFRC	International Federation for Red Cross
LGAs	Local government Authorities
M&E	Monitoring and Evaluation
MDAs	Ministries Department and Agencies
MIC	Middle Income Country
MOHSW	Ministry of health and Social Welfare
NDOs	Non-governmental Organizations
NHSSP	National Health Sector Strategic Plan
OECD	Organization for Co-operation and Development
PMO-RALG	Minister's Office for Regional administration and Local Government
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNDP	United Nations Development Programme
URT	The United Republic Of Tanzania
WHO	World Health Organization

ABSTRACT

The aim of this study was to evaluate the determinants of Monitoring and Evaluation in Local government health centers building projects in Mara Region. The objectives of this study were first to assess the effect of availability of budgetary allocation on effective Monitoring and Evaluation of local government health centers building projects, observe/examine the influence of stakeholders participation on effective monitoring and evaluation of local government health centers building projects and assessing the influence of management support on effective monitoring and evaluation of local government health centers building projects. The sample size for this study was 215 from the population obtained after adoption of Yamane formula of 1967 to determine optimal sample size, if the population is known. The study employed Cross sectional design approach whereby data were collected through questionnaire and investigated. The ordered logistic estimation model was employed for analysis purposes. Quantitative data obtained through prepared questionnaires done with officers/employees from some different departments. These show that budget allocated in projects, stakeholders' participation and management support have a great significant effect on the effective M&E of health centers building projects conducted in Mara Region. Thus, frequent formal and refresher training, timely planning and compliance for budget request are recommended to expand the capacity of the effective M&E processes in local governments.

Finally, the discoveries proposed on the utilization of best ways to deal with improve effective M&E frameworks including Capacity building and training programs, the difference in National policies and plans from Infrastructure to administration situated or approach, to set up an Independent M&E unit and adopting participatory approach.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the problem

Health building refers to talented area of interest that supports the physical, psychological and social health and welfare of people in buildings and the built environment. Buildings can be key advertiser of health and security since most people spend a majority of their time indoors (Shauri *et al.,* 2017).

According to the (National Human Activity Pattern Survey [NHAPS], 2001), Americans use "a normal of 87% of their time in encased buildings and about 6% of their time in encased vehicles. The demonstration of making Monitoring and assessment advanced in the post-World War II period as contributor offices perceived M&E as a basic administration instrument and "started to rise both at nation level and in the UN framework in the mid 1950s (Toscano, 2013).

M&E is a key segment of each program that plans to unendingly progress and supply better productivities and results for its recipients/ receivers. In the health sector, a few studies have featured the need to reinforce the M&E frameworks for effective implementation of health programs. The health sector in Kenya has attempted to advance its way to deal with M&E, which is assisted by the arrangements of the Constitution of Kenya, 2010 and consequent devolution laws. This is expected further help the objectives of the Government of Kenya to satisfy the privilege of its residents to the most elevated achievable wellbeing guidelines (Njama, 2015). Less Developed nations have an incredible interest for effective government M&E frameworks to ensure that there an appropriate health building project (Mackay, 2007). The standard of assessment has turned into a pathway to propel project execution; thus, less developed nations are straggling solid to help their current of health building project in effective M&E, while others are advancing them. As indicated by WHO (2015), every nation wants to have a solid M&E of health building project place as the establishment for national wellbeing area vital wanting

to cover and guide the execution of every single significant program and wellbeing exercises.

The framework ought to address the requirement for better information, yet it ought to be vital to guaranteeing effective administration and responsibility. In any case, numerous nations don't have effective M&E, along these lines diminishing their capacity in performance.

Bahadur (2016) reveals that in Punjab Pakistan the inside and outside Monitoring was created with the point of estimating the presentation to accomplish effective basic health building projects. The monitoring and evaluation of the health building projects focus on how data sources add to yields, for example, guaranteeing accessibility and nearness of wellbeing administrations conveyance to improve the use of wellbeing offices and thusly their effect on applicable health facilities for example dismalness and mortality.

An investigation by Ledikwe *et al.* (2014) about progress of the estimation of health building project in Botswana, revealed that there was deficient budgetary for effective M&E activities. It was likewise uncovered that management support/ability level of key M&E in health building projects shifted significantly. Because of shortage of M&E courses and training programs at tertiary instruction establishments in Botswana, M&E-related preparing was given through workshops and short training programs. Furthermost M&E related at the national and area level had gotten essential preparing in M&E; however their analytic abilities were accounted for to be surprisingly feeble/weak. M&E of health programs in Kenya has been set as a primary need in the National Health Sector Strategic Plan (NHSSP). The M&E emotionally supportive network which is for the most part dependent on reports from the standard health building improvement projects activities goes for helping health sector in settling on choices and contributing in arranging and the executives. The government and other stakeholders have set out on activities to create and improve health building projects at public, area and national points (Nutley, 2012).

Tadesse et al. (2013) in their studies conducted in Adama area in Central Ethiopia confirmed that, the stakeholder's participation of M&E in health building projects were very poor. In line with Tadesse findings, various health sector projects established and implemented by donors or governments fail to sustain due to effective stakeholders participation and less emphasis on Monitoring and Evaluation mechanisms. Furthermore, even East African countries also face the problem of ineffective Monitoring and Evaluation practices in a large amount of the funded projects including health projects, due to several assessments made in the place of M&E by various growth actors. Development Bank of Southern Africa (2000), uncovered that, monitoring and evaluation presently can't seem to touch base at a sufficient purpose of capacity in Kenya since they are passed out, manages sources of information and yields as opposed to with effects. There is need demonstrable skill with respect to qualified professionals, and there are not many scholastically prepared evaluators and for the individuals who complete assessments are affected by sociology research approaches. In most sectors within the Kenyan government including Health sector, Water sector and Road sector there is concentrated central monitoring and evaluation (M&E) of programs and projects (Kariungi, 2014)

Construction sector always come and go, particularly those from the private sector. Clients in the public sector are agencies, ministries, LGAs, and parastatal organizations such as the Ministry of Education; Ministry of Health; Ministry of Water; Ministry of Works, Transport and Communication; Municipal Councils; and District Councils. Every client who intends to erect a structure for use by the public must ensure there are adequate resources to accomplish the project in terms of finance and technical personnel. However, that has not always been the case particularly with LGA clients. Kikwasi, (2011a) & (2011b) identifies the main challenges with LGA contract works as being a lack of sufficient funds to complete the project and inadequate capacity to manage the contracts. As well as identifying these challenges, Musingi (2007) finds additional challenges, namely inefficient utilization of resources due to an inadequate number of contractors in their locality and low-quality works.

Similarly, NBS (2013) states that, inadequate capacity in the public sector is due to a shortage of proper technical and managerial skills, understaffing, inadequate working facilities, poor remuneration/payment, and bureaucracy. In a more recent study, Malongo (2015) finds that the contractors' problems perceived by clients are contractors not using qualified staff, lack of knowledge of tendering procedures, lack of financial and project management skills, and lack of equipment. These challenges and many others donate to the poor performance of health building construction projects and the sector at large.

Moreover, the number of contractors in Tanzania has been increasing in recent year, this has led to stiff competition and many other challenges as firms compete for fewer available resources. These challenges have been extensively studied (Baitani & Mullungu, 2007; Khoza, 2007; Musingi, 2007) and include: shortage of fund and monetary help; absence of development hardware; absence of skilled labour, lacking management support/abilities, troublesome administrative condition, and surprising expense of doing business. Moreover, (Muhegi and Malongo, 2004) add that stiff competition, high equipment hire rates, and a lack of qualified staff are problems that the contractors have been facing for quite some time in Tanzania. According to the study by Mwombeki (2005), firms mention that delayed payment; shortage of capital to finance the project; shortage of business and financial management skills; inadequate equipment and plant in the construction building projects; and corruption during procurement and project execution are the main challenges contractors faced. Interviews with contractors, clients, and consultants confirm the challenges

The majority of health building construction contracts has been affected by the fall of the Tanzania shilling against the US dollar (Davies, 2009). Implementation of some of these contracts depends on imported of materials and equipment, which drain the stock of the foreign currency in the country (Cheong *et al*., 2012). As the exchange rate escalates, it increases government and private investors' expenditure on construction projects. The instability of the local currency has led to most large construction projects being awarded wholly or partly in foreign currency. Contracts with durations of two years and more attract the use of a price adjustment formula

which uses indices to compensate contractors for changes in the price of labour, materials, and equipment. If there is a drastic increase in the indices, the cost of construction increases, leading to suspension or delay of the building project. The current practice has been to state a limit of variation of price in the contract. Investors in public–private projects are likely to withdraw or bargain for a longer term of investments upon increases in construction costs (Kalali, 2011). WEF (2017) has identified the technical and management skills of the labour force as one of the challenges for Tanzania to deal with if it is to reach middle-income country (MIC) status by 2025. Despite the government's efforts in expanding access to education, by 2014 only 15.79 percent of the population aged 15 or more had some level of secondary education and 1.3 percent had university education (NBS, 2014). In fact, 72 percent of the population of Tanzania had only seven years of education in 2014. Tanzania positions 106 out of 130 nations in the Global Human Capital Index, which estimates how well nations are building up their human capital as indicated by four classes: limit, arrangement, improvement, and ability (WEF, 2017). The skill challenges the country faces also affect the health building construction sector. A recent report by Lema (2017) finds a shortage of skills in the building construction. Lema further explains that the internationally recommended ratio is 1:5:25 for engineers, technicians, and artisans respectively. However, the current ratio in Tanzania is 1:0.2:2.6, reflecting the country's 10,000 construction professionals, 2,000 technicians, and 26,000 artisans, which is far from the expected figures of 10,000, 50,000, and 250,000 respectively. The shortage of architects and quantity surveyors was also noted by Mcha (2010), who established that only 10 percent of LGAs had architects and quantity surveyor professionals as part of their staff. Kikwasi (2011a) evaluated construction skills at management level and found that telecommunication, materials, and water resource engineers were available only by special arrangement. Interviews with contractors, clients, and consultants revealed skill shortages in various areas. The most cited are: inadequate exposure of graduates to professional skills, lack of technicians, and absence of formal course for artisans.

The manufacturing and supply of local building construction materials, such as cement, reinforcement steel, paints, ready-mixed concrete, and roofing materials, have been on the rise in Tanzania. It is evident that the availability of construction equipment has been improving, with more companies investing in the hiring and supply of new and used construction equipment (Mcha, 2010). However, contractors are constrained by inadequate capital to acquire such equipment and/or plant. Muhegi and Malongo (2015) mention contractors face several challenges related to equipment and machinery when budgeting for and delivering projects. For example, there is a limited/small capital base and, usually, not readily available equipment or high hire rates. Another challenge identified was associated with construction materials and equipment such as local materials, most materials are imported and there are few well established suppliers in Tanzania, which makes construction materials expensive, the advancement of technology has brought about a variety of materials with no guarantee of quality (Malongo, 2015)

Most of study has been done focusing on the challenges facing Tanzania in the building construction such as consultants reveal skill shortages, investment shocks in the construction sector, unavailability of construction materials, equipment and/or plant hires rates and unavailability of equipment but non to the best of our knowledge has focused. In this study, the research gap on investigate the factors influencing effective monitoring and evaluation of local government health building development projects in Tanzania, specifically in Mara region addressed (Muhegi & Malongo, 2004).

1.2 Statement of the problem

Tanzania Development Vision 2025 (Vision 2025) is a record giving guidance and theory for long haul advancement. The Health Sector Strategic Plan (HSSP IV) 2015-2020 the Government Health Policy means to improve the wellbeing everything being equal, particularly those in danger, and to build the future, by giving wellbeing administrations that address the issues of the populace.

Because of limitations in human resources and supplies of drugs and health items, not all essential wellbeing administrations are adequate quality. In certain topographical regions, populaces still live far from health services. This is particularly hazardous/ problematic as far as maternal and infant care (URT, 2015).

In 2007 the Ministry of health and social welfare (MoHSW) built up the Primary Health Care Service Development Program (PHCSDP). This program is better known by the Kiswahili name of Mpango wa Maendeleo ya Afya ya Msingi 2007-2017 (MMAM). The target of the MMAM program was to quicken the arrangement of essential medicinal services administrations for all by 2012, while the staying five years of the program center on the combination of accomplishments (URT, 2015/2016). The fundamental regions was to fortify the health frameworks, rehabilitation, human resource development, the referral system, increase health sector financing and improve the provision of medicines, equipment and supplies. This program was actualized by the Ministry of Health and Social Welfare in a joint effort with other sectors particularly planning and finance, works, water and administration and personnel by the existing decentralized government administrative set-up including the Prime Minister's office- Regional Administration and Local Government (PMORALG), Regional Secretariat (RSs), Local Government Authorities (LGAs) and local community through Village and user Committees (URT, 2015).

The LGAs are required or supposed to connect foundation advancement to HRHSW arranging and preparing of health facilities. Recently built and renovated offices will fulfill guidelines for future accreditation. In the HSSP IV period, the prosperity and social welfare part are supposed to develop about 282 dispensaries, 41 health centers, 9 district hospitals and 4 provincial emergency clinics, just as social welfare establishments. Around 5,800 regional hospitals (around 70% all things considered) will experience support. Upkeep and substitution of gear will be joined into the Star grading development program, achieving 80% of offices (URT, 2015).

Table 1.1 Detailed infrastructure targets (number of facilities)

Facility types	Number to be constructed	Small-scale rehabilitation
Dispensaries	282	582
Health centers	41	183
District hospital	9	60
Regional referral hospital	0	7
National, special, zone hospital	0	3
Total	**332**	**835**

Source: URT, (2015)

So as to accomplish the yearning targets set down in the Health Sector Strategic Plan 2015- 2020 (HSSP IV). M&E plays an important role in sound governance, providing members of parliament, managers and decision-makers at all levels with objective and credible information to aid in the various stages of the policy cycle, i.e. planning, policy and programme design, and budgeting. Further, strategically selected evaluations reveal to what degree government projects and strategies have accomplished their goals in the light of classical assessment criteria of significance, viability, effectiveness, effect and maintainability, along these lines giving the proof expected to guarantee solid responsibility to parliament, common society, citizens and various government bodies. In addition, evaluation findings can serve as a critical link in a continuous 'feedback loop', emphasizing strategic learning. From the Health Sector Strategic Plan 2015-2020 (HSSP IV) the researcher is triggered to undertake this study to fill the gap on the contribution on investigation of the factors influencing effective monitoring and evaluation of local government health centres building development Projects in both Bunda Town Council and Bunda District Council in Mara region.

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study is to investigate the determinants of effective monitoring and evaluation of local government health centres building development Projects.

1.3.2 Specific objectives

The specific objectives of this study were:

i. To assess the effect of availability of budgetary allocation on effective monitoring and Evaluation of local government health centres building projects
ii. To examine the influence of stakeholder participation on effective monitoring and evaluation in local government health centres building projects
iii. To assess the influence of management support on effective monitoring and evaluation of local government health centres building projects.

1.4 Research questions

The study is guided by the following research questions:

i. What is the effect of the availability of budgetary allocations on the effective M&E of local government health centres building projects?
ii. What is the influence of stakeholder's participation on the effective M&E of local government health centres building projects?
iii. What is the influence of management support on the effective M&E of local government health centres building projects?

1.5 Significant of the study

The research will be useful to various institutions in the central and local government, policy makers, individuals and society.

To policy makers, The recommendations that proposed by this study will be useful for policy makers in their formulation of different policies on the M&E adaptation matters with respect to their applicability of development projects and understand the magnitude of the reasons/factors and suggest the best solutions.

To the central and local government institutions, Being developed exercises along these lines gave government authorities, improvement officials, and common society with improved methods for gaining from past understanding, advancing administration delivery, arranging and designating assets, and exhibiting outcomes as a major aspect of responsibility to key partners.

To individuals and society, the findings of the study provide some measures to reduce the challenges affect the effective monitoring and evaluation of local government health centers building projects at Bunda Town Council, Bunda District Council and other areas

To other researchers, uncovered part of this study will be used as a gap by other researchers in the future and it will provide a base for the literature review by other researchers during the preparation for their study.

1.6 Scope of the Study

Delimitation of the investigation is about the limits of the examination regarding respondents; topic and territory of the examination. The research conducted only two (2) Councils which includes Bunda Town Council and Bunda District Council within Mara Region. It involved a purposeful and aware action so as to make the research manageable (Kombo & Tromp, 2013). The major meeting point of the study is to analyse the factors which influence the effective Monitoring and Evaluation of local government health centres building projects in Mara region.

1.7 Organization of the study

This study was composed into six chapters; chapter one managed introduction, giving a background to the problem while placing the point of concentrate in context. It gave the statement of the problem. This chapter outlined the objectives, research questions, significant of the study and scope of the study. Chapter two reviewed the literature based on the objectives of the study and definition of key concepts. The chapter looked at the theoretical literature review and finally the conceptual framework Chapter three covered the research methodology of the study. The part depicted the area of the study, research design, target population, sample size, research instruments/tools or method of data collection, validity and reliability of the instrument, ethical considerations, measurement and scaling technique, data analysis and statistical procedure, description of variable and finally regression analysis using ordered logistic model. Chapter four introduced data analysis, presentation of findings of the study as set out in the research methodology. The study shut with chapter five that introduced the discussion of the findings. Chapter six consolidated the summary, conclusions and policy implications for the action and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Definition of key concepts

2.1.1 Monitoring

As indicated by IFRC (2011) describe monitoring is the normal accumulation and investigation of data to track advance against set plans and check consistence to build up standard .It recognizes patterns and examples adjust techniques and advise choices for project/program the executives. Moreover, Wanjiru *et al*. (2013) characterize monitoring as a procedure with limit that focuses basically to give the organization and fundamental stakeholders of an ongoing intercession with indications of progression, or inadequacy in that division, in the attainment of outcomes. A consistent interference might be an assignment, program or other kind of assistance to results**.**

Monitoring is a nonstop process of data gathering and analysis for fundamentally project mechanism with an inside driven highlight on effectiveness of project Crawford and Brye, (2003). Monitoring is the on-going accumulation and investigation of information that educates project chiefs if advance toward set up objectives is being accomplished. Monitoring and Evaluation is a blend of two procedures which are distinctive yet reciprocal (Gorgens & Kusek, 2010). It is a procedure of efficiently gathering and breaking down data of continuous project and correlation of the task result/sway against the undertaking expectations (Hunter, 2014).

2.1.2 Evaluation

As indicated by UNDP (2013) characterize evaluation is a specific exercise that endeavors/attempts efficiently and unbiasedly surveys advance towards and accomplishment of a result. Evolution is definitely not a one-time occasion, yet a movement including examinations of contrasting degree and significance did at a couple of focuses in time in light of advancing prerequisites for evaluative data and

obtaining the fall of during the push to achieve an outcome. It centers primarily around the accompanying criteria to be specific pertinence, viability, effectiveness, maintainability and effect.

Evaluation is newly finished or continuous activities, assignment, whose building, implementation and outcomes profoundly illuminate on what has come about because of explicit activities. Evaluation includes profound analysis on explanations behind accomplishing or not accomplishing anticipated outcomes. It surveys certain casual contribution from exercises right to results, assess the procedure of execution, further investigate sudden results, and feature the major and detectable regions of accomplishment giving good recommendations to push for further upgrades. It centers around significance and how successful and productive an intercession is by giving confirmation with regards to the purposes behind under accomplishment. Evaluation is an extensive examination that takes a gander at the long haul effects of an undertaking and uncovered what worked, what did not, and what ought to be done another way in future tasks (Ellis *et al.*, 2011).

As per ADB (2006) relevance paradigm/criterion tends to three primary inquiries, right off the bat the degree to which the proposed result of the project is steady with the nation's improvement needs and ADB's nation and sector techniques, both at examination and at assessment; furthermore is the degree to which the work used to legitimize venture mediation was attractive and dependent on a sound issue tree investigation, including thought of the fundamental limitations to the accomplishment of results; and last is the degree to which the plan and the financing instrument chose were a suitable reaction to the recognized advancement issue (IFRC, 2011).

As indicated by ADB (2006) Effectiveness is a proportion of how well the project utilized assets in accomplishing the result. It is estimated in financial terms, since it looks at whether the undertaking was a productive utilization of assets for the nation or potentially society (not simply for the working substance). Two fundamental inquiries are tended to: (i) to what degree has the undertaking accomplished, or is

relied upon to accomplish, an EIRR (monetary internal rate of return) higher than the open door cost of capital; and (ii) have the financial advantages been accomplished at any rate cost? Proficiency/Efficiency it concentrated basically in the accompanying conditions loads of things accessible on schedule and in the correct amounts and value events actualized on timetable and inside spending plan? Yields/Output conveyed/delivered monetarily (IFRC, 2011).

Effectiveness basis takes a gander at whether the result of the undertaking as defined in the structure and monitoring system is relied upon to be talented. What's more, it for the most part centered what went right, what went wrong, and the outcome (ADB, 2006). Maintainability model takes a peek at the possibility that the social, institutional, cash linked and regular resources are satisfactory to keep up the result completed the financial generation of the project and that any hazards should be or can be managed.

Effect it is long term result of the project and fundamentally centered around what changes did the undertaking realize? Was there any UN arranged or unplanned variations? (IFRC, 2011). Rest *et al.* (2004) Reveals monitoring and evaluation framework as the every one of the markers, devices and procedures that you will practice to gauge if a program has been executed by the arrangement (observing) and is having the ideal outcome (assessment). Monitoring and evaluation framework are include frame results and objectives choose result pointers to display. Accumulate standard data on the current condition. Fix explicit/specific concentrations to spread and dates for communicating them. Consistently collect data to assess whether the goals are existence happened. Investigate and report the results.

Evaluations are for the most part of two kinds relying upon when they happen. These are developmental/formative and summative assessments. Formative evaluation is concerned more with effective utilization of assets to create outputs and spotlights on strengths, weakness, and challenges of the project and whether the proceeded with task plan will probably convey the undertaking destinations or it needs updating, (Passia, 2004).

Formative evaluations are now and then called between time or midterm assessments. Summative evaluation are completed toward the finish of the project and goes for deciding how the project advanced, what went good and bad and catch any exercises learned (Shapiro, 2004). Wellings and Macdowall (2010) recognize two kinds of summative evaluation is outfitted towards controlling future undertakings by encouraging hierarchical knowledge by archiving great applies and faults.

2.1.3 Monitoring and Evaluation System

Samuel *et al*. (2001) explained M&E framework as an activity plan that perceives what is being completed, when, and the composed degree of preferred position use for each undertaking and sub task in the undertaking/adventure. Setting up checking and assessment structure is a significant association mechanical endeavor/venture since it helps with giving bits of data in accomplishment and exercises recognized on what occupations and what doesn't.

2.2 Theoretical literature review

In this subsection, the study discusses theories related to research topic and the study employ participatory theory, a theory of change and the program theory, the meaning of the theory, founder of the theory, keys assumption, relevancy of theory and Empirical literature review in effective monitoring and evaluation of local health building development projects.

2.2.1 The Participatory Theory

Participation theory has been characterized by various researchers in the light of project and program advancement. Jennings (2000) characterizes participation, as the all-out association by a nearby populace/people and now and again, expansion stakeholders in the formation, substance and directs a program or policy intended to completely variation them, based on the conviction that, residents can be believed to form their own future.

So participatory improvements consistently utilize neighborhood communities' basic leadership and abilities to direct and characterize the idea of mediation.

Jennings included that, participatory requires acknowledgment and much utilization of neighborhood limits and stays away from the burden of needs all things considered. It expands the chances that, the program will be on target and its outcomes will be progressively maintainable.

Then again, Greene (1987), depicts Participatory theory in association with evaluation that, participatory includes, dynamic joint effort among key stakeholder in planning, actualizing, and translating the evaluation. Stakeholder crowds incorporate each one of the individuals who have a personal stake in the programme and its assessment, for example, funders, program executives, line workers, relatives, and network individuals. Mathbor (2008), cited Brager *et al*. (1987) set ahead which, support is a way to instruct residents and to expand their skill. It is an automobile for impacting choices that influence the lives of natives and a road for moving political authority. Be that as it may, it can likewise be a technique to co-select contradiction, a system for guaranteeing the accessibility, affectability, and still responsibility of social delivery to the buyers.

Participation has been changing extra time because of the difference in the general public needs, Duraiappah *et al*. (2005) attested that, in the late 1960's there was some investigation of various models of support and their association to community improvement. In the late 1970's, participatory strategies and procedures become up focal apparatuses for community improvement. Participatory approaches to deal with improvement are advanced on the premise that, they support effective project execution and upgrade the prosperity of poor people. Duraiappah included that, by the 1990's to show, cooperation had turned into a standard, anticipated segment of advancement.

Reid (2000) obtains note of that, society participation is one of the key aspects of an enabled community related to the heart that pumps the community's life blood into the community trade. So it is all the more admirably for project the board to in

coordinate neighborhood community in project usage in order to acknowledge manageability. There are standards which ought to be followed/ adhered by the project management as it considers participation at any degree of community.

Duraiappah *et al.* (2005) gave six standards view to successful participation as pursues comprising: It refers to the contribution surprisingly or delegate of all people will be identity influenced either immediate or roundabout by the projects productivities and results. Equivalent organization: Here is the point at which each individual has skills/aptitudes, capacity and activity and has equivalent ideal to take part in the process paying little heed to their status. Straightforwardness: All members of the project must make the earth helpful for open correspondence and building exchange.

Distribution Power, All authority and power should be adjusted similarly among real stakeholders so as to stay away from the mastery of one gathering. Sharing duty: All Stakeholders must have equivalent obligation regarding choices that are made inside the Project. Strengthening, Participants with exceptional abilities ought to be urged to assume liability likewise to persuade others in order to advance shared knowledge and strengthening. Teamwork, It includes distributing everyone's quality to diminish individuals' shortcomings/weakness. So these ideologies for useful involvement can be connected to all parts of the advancement processor activities going for making nature for supportability (Oluoch, 2012).

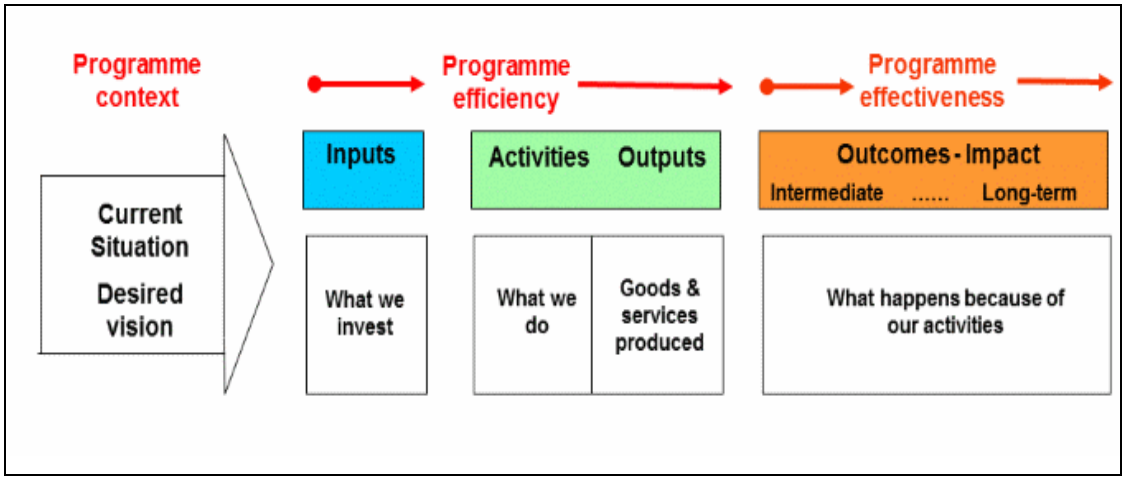
In the brightness of Duraiappah *et al.* (2005) thoughts, Project will be increasingly powerful and practical just if the entire society and extra significant stakeholders are associated with all periods of the undertaking/project. Furthermore, Parks (2005) included that, during gatherings and seminars, recipients, project directors and individuals from employees contain the gap to present and distribute their perspectives on project advancement and execution. Perspectives shared can slightly be utilized for better basic leadership in order to understand its supportability.

Shortcomings of the Participatory Theory, The theory of Participation some way or another winds up hard to be drilled and create anticipated outcomes for the improvement of the project. The talked about difficulties incorporates, utilizing Participation approach in M&E exercise may make strains/products stresses that can't be settled by the supervision since every individual would give data that vary among others because of community, financial and political decent varieties. Additionally it is difficult to guarantee that the most powerless peoples who are legitimately influenced by the issue are on the whole nearby and their sounds are listened to. Finally it is also difficult to even think about making clear institutionalization of the effect objectives and markers in order to permit focused evaluation during the accumulation of data from M&E exercises.

2.2.2 Theory of Logical Model

The Logic Model procedure is a device that has been utilized for more than 20 years by program chiefs/directors and evaluators to depict the adequacy of their projects. The model represents consistent connection with program assets, exercises, yields, crowds, and short-, moderate, and whole deal results perceived inside a particular issue. At the point when a program has been depicted similar to the logical model, basic proportions of implementation can be differentiated (Oftein, 2014). Logical models are account or graphical portrayals of procedures, in actuality, that convey the fundamental suspicions whereupon a movement is relied upon to prompt/assumptions a particular outcome. Logical models outline a grouping of circumstances and logical results connections or a frameworks way to deal with impart the way toward an ideal outcome (McCauley, 2014).

Figure 2.1 Logical model diagram



Source: Allen, (2016)

The components of responsibility are helper portrayed/ described with regards to the logical model, underneath/below.

Situation: McCauley (2014) the circumstance articulation provides a opportunity to express the significance of the project. Qualities that delineate the relevance to others include explanation of the issue, a portrayal of who is influenced by the issue, who also is interested on the issue? The incident clarification sets up a gauge for correlation at the finish of a program. A depiction of the problem and its indications present an approach to make a decision if alter has occurred. Representing who is influenced by the issue allows evaluation of who has benefited. Recognizing various stakeholders and projects assembles a phase to measure our universal obligation, together with extended mindfulness and movement, or diminished concern and cost (Duane & Coleman, 2014).

Inputs, inputs join those things that we place assets into a program or that we nearby as an amazing impact for a program, for instance, information, aptitudes, or expertise, or skill (McCauley, 2014). Portraying/describing the data sources required for a program allows conferring the idea of the program. Inputs that pass on/communicate to others that the program is of first rate/quality consolidate HR, for

instance, time donated by faculty, staff, volunteer accomplices, and adjacent/nearby people.

Activities: what the program me does with the assets; the procedures, apparatuses, occasions, innovation and activities that are a purposeful piece of the program execution. These medications are used to achieve expected changes or results (Paul, 2014).

Outputs/Yields: McCauley (2014) report that yields are those things that we do (giving things, items, and product to program customers) and the all inclusive community we accomplish (instructed customers, knowledgeable decision makers). Depicting our yields empower us to build up linkages between the matter (situation) and the impact of the program (expected outcomes). Yields that help interface what we do with program effect fuse indicating events, for instance, workshops, field days, trips, short courses .The overall public we reach also are yields of the program and ought to be the point of convergence of our model. They comprise a bridge among the issue and the impact.

Outcomes: Program results can be present moment, middle term, or long haul. Outcomes answer the inquiry "What occurred because of the program?" and are valuable to convey/communicate. The effects of our project, Outcome can incorporate Short-term results, Intermediate-term results incorporate changes that pursue the momentary results and Long-term results pursue middle of the road term results when changed practices bring about changed conditions (Neill, 2014).

Theory of change and logical model are connected hypothesis yet they vary Anderson (2005) report that logical/coherent models graphically delineate program segments and making one helps stakeholders unmistakably recognize results, information sources and exercises. Theories of change link results and exercises to clarify how and why the ideal change is required to come to fruition/about. Logic Models require recognizing program segments/components, so you can see initially/glance if results are out of adjust with data sources and exercises, yet they don't indicate WHY exercises are relied upon to deliver results Theories of Change

additionally require supports at each progression you need to verbalize the theory concerning why something will cause something different. . Logic Models don't generally recognize markers (proof to quantify whether results are met or not) Theories of Change require distinguishing pointers/indicators.

2.2.3 Theory of change

A theory of change approach to deal with monitoring and evaluation is progressively being viewed as a fundamental practice for some, associations, projects and undertakings. A theory of change is a strategy that clarifies how a given intercession, or set of mediations, is required to prompt/lead explicit advancement change, drawing on a causal analysis dependent on accessible proof. Speculations/theories of change can be created from various perspectives yet there are regularly basic components. These incorporate an articulation of how change occurs in a specific setting, explanation of an association and its accomplices' jobs in adding to change, and the definition and testing of basic suppositions/assumption (Rogers, 2011).

The expressions “Theory of Change” first developed during the 1990s in the United States, with regards to improving assessment theory and observes in the field of community activities (Weiss, 1995). However the "current advancement draws on two surges of improvement and social program practice: evaluation and educated social practice" (Vogel, 2012). From the assessment point of view, theory of change is a piece of more extensive program examination or program theory. Its motivation around then was to address a portion of the issues evaluators confronted when attempting to survey the effect of complex social improvement programs. Theory of Change thinking has advanced quickly from that point forward, and is ending up progressively famous.

Theory of Change can be viewed as an "on-going procedure of dialog based analysis and learning that produces ground-breaking bits of knowledge to help program plan, methodology, usage, assessment and effect appraisal, imparted through charts and stories which are refreshed at customary interims" (Vogel, 2012).

A Theory of Change can likewise be viewed as an item, and is regularly introduced as a blend of chart and story outline.

Assumption, A basic piece of theory of change believing is the explanation of suspicions. Either now all the while or in parallel with prior stages, an association or program builds up a progression of suppositions. These presumptions are regularly connected to explicit places in the calculated pathway, and can be viewed as conditions that are viewed as important for change at one level to impact change at another level.

In reference to hypothesis/theory of change, suppositions are written on in a variety of courses in the writing. Suspicions are frequently referred to as the essential conditions for change, or the "fundamental conditions or assets that need to exist for arranged change to happen. CARE (2012) diagrams different kinds of suspicions/assumption identified with the basic reasons for the issue to be tended to the job of every presumption in the change procedure, and the more extensive operational setting of a program (Ellis *et al.,* 2011). An extra view on assumption/suppositions originates from Church and Rogers, who contend that presumptions diagram both how change functions and "the key preferred position of the picked theory over different speculations/theory for the specific situation.

Notwithstanding how suppositions are characterized, distinguishing and addressing presumptions is for the most part observed as integral to the way toward articulating a Theory of change. However Church and Rogers feature the staggering assignment of precisely recognizing which suspicions are applicable to a given theory of changes (Church & Rogers, 2006). Ruesga is exceedingly reproachful of theory of changes in such manner, asserting that it is difficult to choose which of every single imaginable conviction and presumptions will be basic to progress (Ruesga, 2010).

Valuing the troubles characteristic in this assignment is significant, as disregarding them may energize dialog of subjective presumptions or enable individuals to reveal just those suppositions that they are happy with protecting. The idea of 'testing' a supposition that is likewise noticeable in the writing, however this is additionally

risky. There is a strain between the idea of testing presumptions and the dictionary meaning of the word. Whenever taken truly, once a 'suspicion' is tried or substantiated in any important manner, it is never again a supposition.

Relevancy of theory. Depending on the timing, a theory of change can be used to anticipate what will happen, and establish data collection processes to track changes going forward, or used to make sense of what has happened and the data that have already been collected. A theory of change can inform the development of a monitoring and evaluation. Existing data (where available from the intervention and/or previous research and evaluation) can be mapped onto the theory of change then used to identify priority areas for collecting additional data. These might include.

Theory of change investigation is most normally used to evaluate mediation’s causal rationale, adequacy and probability of effect. In any case, it can help with the appraisal of other assessment criteria. For instance, it tends to be utilized to help confirm arrangement of the project with the association's and the funders' vital needs and furthermore help in surveying the degree to which the project mediation reacts to stakeholder priorities and needs, in this way helping the assessment of key importance of the intercession. Moreover, theory change examination can bolster the appraisal of maintainability and up-scaling by giving a superior comprehension of the general significance of outputs, results, drivers and presumptions, alongside the jobs of stakeholders, in supporting and up-scaling higher level outcomes. Theory of change investigation is likewise valuable to evaluate project endeavors to advance higher-level outcomes (entomb alia by advancing drivers), and/or reacting to changes in setting and managing any essential conditions that did not hold (suspicions) (Vogel, 2012)

Results chain is something included into theory of change. The result sequence reveals arrangement of boxes of productivities, results and effects, diverse occasions it is employed to pass on to explicit classes of demonstrations, mostly those that offer extra approaching regarding different degrees of development, various on-screen

characters and diverse fundamental pathways. The description represents the relevant variables that help or counteract alter and the suppositions on that it is built. Situations which are vital for it to work however are not under the control of implementers (Rogers, 2011).

Anderson (2005) report that theory of change connect result and exercises to clarify how and why the ideal transform is relied upon to come about theory of change may begin with a program however best when beginning with an objective before choosing what automatic methodologies are required. Rogers (2011) explain more that theory of change additionally requires support at every stage you need to verbalize the theory regarding why something will cause something different. Rogers (2011) guarantee that theory of change speaks to what project/program mean to accomplish and how fulfillment will be utilized. In this manner advancement of theory of change is more than filling in boxes since theory of change clarifies how change is comprehended to occur, instead of basically connecting activities to anticipated outcomes with a bolt (Rogers, 2011).

2.2.4 The program theory

Rossi *et al.* (2004) describes program theory as comprising of the hierarchical arrangement which manages how to accumulate, design, and express assets, and how to sort out program exercises with the goal that the planned assistance framework is created and kept up. The program theory has been utilized to direct assessment for a long time; it demonstrates the ability of the program to fix an issue by tending to the necessities in the need appraisal. It additionally offers apparatuses to decide regions of effect in assessment (Sethi and Philippines, 2012). Rossi *et al.* (2004) contended that a program comprise of a hierarchical arrangement on the most proficient method to send/orchestrate assets and compose exercises of the program to guarantee that the expected objective populace gets the planned measure of mediation. The possibility of a program theory resembles the one used in legitimate models. Lipsey *et al* (2013) Program Theory then again controls an assessment by recognizing key program components and articulating how these components are required to identify with one

another. The program theory subsequently utilizes logical system approach as its technique (Pal *et al.*, 2013).

The thing that matters is that the program theory is a complete form of the logic model. The program theory can likewise be spoken to graphically during the logic model. The logic model is utilized in directing stakeholders‟ commitment, the administration and assessment of results (Hosley, 2016).

Theory of change is a piece of the program theory that developed during the 1990s as a development to the assessment hypothesis (Stein & Valters, 2012). A theory of change is a device utilized for creating answers for complex social issues. It gives a thorough picture of right on time and middle term changes that are expected to achieve a long term set objective (Anderson, 2005). It in this way gives a model of how a venture should function, which can be tried and refined through monitoring and evaluation. A theory of change is additionally a particular and quantifiable depiction of progress that structures the reason for arranging, execution and assessment. Most activities have a change of change in spite of the fact that they are typically accepted (CARE, 2013). The hypothesis of changes helps in creating conceivable structures for monitoring and evaluation.

2.3 Empirical literature review

Mthethwa and Jili (2016) Studied on the difficulties in actualizing monitoring and evaluation (M&E) a case study of the Mfolozi Municipality. An study utilized auxiliary information from various archives/documents, for example, the Mfolozi municipality's IDP and annual reports. Moreover, descriptive research was engaged to clarify the issues in executing a monitoring and evaluation framework. The findings of this study that their lack of monetary asset and insufficiently skills add to the incapable monitoring and evaluation.

Kasule (2016) conducted a study on dependent on factors influencing the use of results based M&E framework by Nurture Africa. The research concentrate utilized a mixed strategy to gather information from 40 sampled respondents. There were anyway a significant number of respondents (31.5%) who concurred that

administration gave limit working to staff in M&E. Most of the respondents (52.6%) disagreed and 10.5% strongly disagreed that Nurture Africa the executives assigned adequate assets for M&E exercises. The highest rate (60.5%) of the respondents met disagreed that Nurture Africa staff had M&E abilities and experience. Near 37 (36.8%) of the respondents met, disagreed that Nurture Africa led a standard for each project, while 26.3% agreed and 21.1% strongly agreed that Nurture Africa consistently directed benchmark contemplates. Just 15.8% of the participants were not sure about whether Nurture Africa conducts baseline studies. It was concluded that management support, authoritative limit just as usage of standard data influenced the limit of Nurture Africa staff to report project results and effect.

Loveridge (2011) reports an study on improvement of M&E ability in the open parts of creating nations. The goals of the research are to build our comprehension of how limit in monitoring and evaluation extend in the difficult public sector increasing country perspectives. The reason is that find the presumptions and recommendations supporting how public sector ability is assessed to create are instrumental to this comprehension. The research returns during a top to bottom case study of the Government of Tanzania, utilizing a 'theories of change' approach that looks at the interrelationship between setting, systems and results.

The theories of change approach proposed to convey plane these three components to feature how modify is required to happen, regardless of if the theories upheld are like those that are being used, and if they are partial, confused or conflicting. Theories of change that showed up through the survey of Government of Tanzania monitoring and evaluation capacity development efforts, this research uncovered that there has been issue thought of setting and systems while favored results are enunciated all the more obviously. This circumstance has demonstrated lacking acknowledgment of the issue to starting M&E to difficult developing country, partial learning, ineffective capacity development strategies being used and idealistic anticipation on how to advance achievement.

Kayaga (2015) conducted a study on the investigation of job of M&E in development manageability in water projects a case study of water projects in Bagamoyo District, Pwani Region. An total/aggregate of 100 respondents were strained from various stages which incorporated the authorities in District water department, who are the project implementers, Village government individuals including water board's members and nearby local communities who are the water clients and the project recipients. Both quantitative data got through arranged questionnaires and qualitative data from meetings finished with residents, local authorities and village government individuals were utilized, together with narrative/documentary confirmations.

Findings of this examination demonstrated that, the most connected M&E study in water activities is field trip and gathering. Different practices are APR, LFA and PRA, that are not successfully connected. It likewise uncovered that, the greater part of set up water projects shortage supportability, and the real reason among others is inadequate M&E frameworks. The discoveries demonstrate that, water projects faces various issues in directing monitoring and evaluation activities incorporating insufficient budgetary allocation in M&E exercises, lack of specialized M&E staffs, Low central government support, poor reports and lower community participations data frameworks, It likewise showed the deficiency of an independent monitoring and evaluation unit in the District water office and the utilization of incompetent M&E staffs

A study by Cliff (2013), How Monitoring and evaluation influences achievement of Projects in public sector, found that M&E greatly affects the accomplishment of public financed project. Omanga (2013), while studying components influencing the usage of Constituency Development Fund (CDF) financed projects in Lari Constituency discovered that the constituents accepted that CDF fail because the procurement is not transparently done. He discovered from the research that 70% of the respondents strongly believe that the procurement procedure is exceedingly affected and thus negatively impacts on performance of CDF projects while just 30 % believe that the CDF projects fail for different reasons and not as a result of acquisition/procurement process.

The study further reveals that 12 % of the projects were finished, 67 % of the projects were on-going, 15 % had slowed down and 6 % had been abandoned out and out. He doesn't anyway demonstrate what number of or the slowed down or abandoned (21 % total) projects were because of result of failed acquisition. Ogolla and Moronge (2016) examined the determinants of effective M&E of government funded water projects in Kenya: An case of Nairobi County discovered that budgetary distribution and stakeholder association task project team influenced monitoring and evaluation of projects.

Waithera and Wanyoike (2015) examined the influence of project monitoring and evaluation on performance of youth financed agribusiness project in Bahati Sub-County, Nakuru discovered degree of preparing of work force and stakeholder participation and political impact assume a vital job in deciding the presentation and accomplishment of youth supported projects. Notwithstanding, the referenced study did not take at how determination of M&E devices and techniques and how a M&E plan will influence or contribute towards task achievement.

UNDA (2012) studied "Water quality in Central Asia", going for checking on importance, adequacy and productivity of the project and to incorporate proposals for conceivable further work on water quality participation. It watched the nonattendance of Governments solid interest allocating sufficient budget for Monitoring and Evaluation activities to guarantee water quality and long term supporting of water projects, as it go about as essential for concerted and long term incorporated endeavors towards project advancement and recommended to have reasonable and shared view for assessment and basic leadership inside the intelligent and similar framework of water quality monitoring, the executives and guideline.

Wanjiru and Kimutai (2013) on a similar note conducted an investigation which investigated the determinants of successful Monitoring and Evaluation framework in NGOs in Nairobi County, Kenya. Both qualitative and quantitative information were gathered and investigated utilizing connection and regression analysis. The findings uncovered that 69.15% of the respondents had attended to the training and it was

understanding, she suggested that training courses ought to be facilitated over the NGO sector to motivate the acceptance of local M&E specialists just as to build the quality of the M&E staff.

Abalang (2016) conducted a study on the appraisal of presentation of monitoring and evaluation systems at Caritas Torit, in South Sudan. The investigation focused on how devices and strategies, impact the executives, training of workers and stakeholder contribution influence execution of M&E frameworks. Both qualitative and quantitative information were gathered; quantitative information was analyzed utilizing descriptive statistics and qualitative information was investigated utilizing content analysis. The discoveries uncovered that; a large portion of the respondents were not M&E experts but rather gained their skills through on job training (OJT) which was exceedingly highly the investigation suggested on arrangement of professional M&E training to the representatives.

2.4 Conceptual framework of the study

According to Mugenda and Mugenda (2013), reasonable system includes framing thoughts on the connection between variables in the investigation and introducing the relationship graphically.

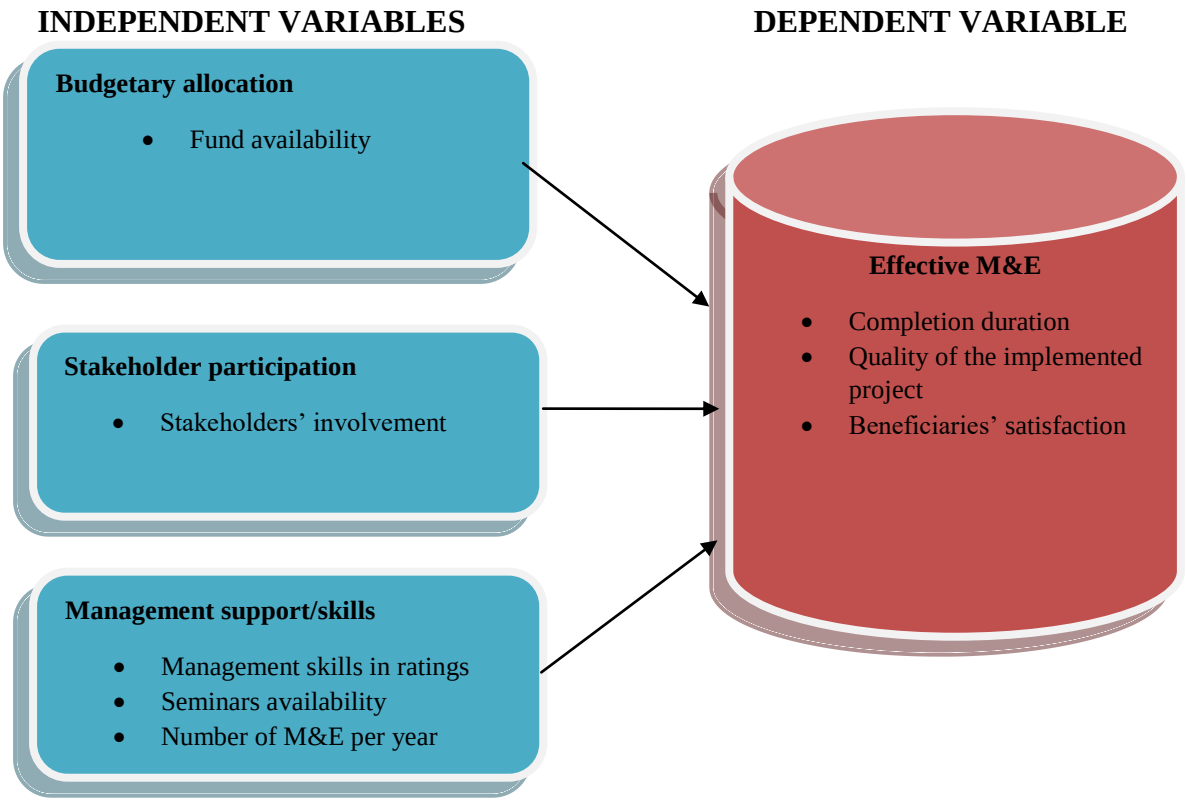
The study endeavored to discover the determinants of effective monitoring and evaluation of health development projects at Bunda Town Council and Bunda District Council. The investigation had three variables that the analyst discovered basic to effective monitoring and evaluation; initially is budgetary budgetary chosen as a key variable to the study. It included anticipating the position of costs an association may acquire and put aside funds to ensure that the expenses are got together when unpaid. This assessed to decide how adequacy and accessibility of monetary asset influence effective monitoring and evaluation of health center building projects.

Secondly is the management support seemed to be a compromise surrounded by the writing evaluated that executive sustain assumes a noteworthy job in accomplishment of project achievement. Writing investigated crests/peaks out a few

estimates whicht can be utilized in surveying the management support to the project groups, as well as M&E group. These procedures incorporate announcement, the executives Commitment, Leadership Style, managing societal demands and Motivation (Muriithi & Crawford, 2003); Marangu, 2012; Jetu & Riedl, 2013; Atencio, 2012; Yong & Mustaffa, 2012; Attarzadeh & Ow, 2014; Georgieva & Allan, 2008; Yang *et al*. 2011).

Stakeholder participation was another variable of the study. It chose with the acknowledgment of potential it bears on successful monitoring and evaluation projects. Stakeholder participation assumes a noteworthy job as it included individuals (Donors, recipients and network) who might be influenced by decisions made on a task or can impact the execution of a project. In summary, inside the more extensive condition of the project monitoring and evaluation different components may affect on successful monitoring and evaluation of structure projects subsidized by the Central government/contributors. This relationship was displayed in Figure 2.2 below.

Figure 2.2 Conceptual framework on determinants of effective M&E



Source: Own design, (2019)

2.4.1 Relationship between variables

The conceptual framework above gives a portrayal/picture about how the variables related to each other. The variables characterized here are the autonomous/ independent and dependent. Independent variables influences and determine the impact of another variable (Mugenda, 2013). The independent variables in this study are level of staff training, budgetary allocation, stakeholder participation and Management support. Dependent variable is the factor which is watched and estimated to decide the impact of the independent variable (Nyandemo, 2014). The dependent/reliant variable is effective monitoring and evaluation of local government projects. Evaluation ought to be continued with the significant skills/aptitudes, sound strategies, satisfactory assets and straightforwardness/transparency so as to be quality, (Jones et al., 2009). This infers/implies the training of staff to a great extent decides the powerful monitoring and evaluation**.**

2.4.2 Management support/skills on Monitoring and Evaluation

Management and leadership just as project groups, is also insisted in the writing as significantly affecting the project/venture achievement. The executives and administration additionally assume a key job in helping monitoring and evaluation of projects. Yang *et al*. (2011) completed an investigation that proposed that increments in levels of leadership may improve connections with colleagues. The investigation additionally has shown that cooperation affected on project achievement. Yang *et al*. (2011) broke down the different variables that are basic to the achievement of a task most that were based on overseeing stakeholders, Assessing qualities (authority, criticalness, and vicinity) of stakeholders, negotiating clashes with partners adequately, creating an understandable report of project, expecting partners' responses for actualizing the systems, Analyzing the difference in partners' impact and connections during the undertaking procedure and Assessing partners' conduct. Yang's basic achievement variables/factors were for the most part centered on the partner's administration.

The study likewise demonstrates that probably the best task the executives' practices include: Managing Communications, Managing commitment /responsibility, Motivating, and Knowledge Transfer. Arranging, trying and monitoring the advancement of the undertaking job is a portion of the key procedures utilized to deal with the task effort (Georgieva & Allan, 2017). Underneath typical conditions the task chiefs/administrators execute any project as directed by government regulations and guidelines, association's demands, stakeholder's favorites and customer area. It is significant which administration proves the achievement of guaranteed expectations. Execution through observing is looked at alongside the first arrangements made during the main days of a task and estimations must be beside modified and appropriate standard strategies (Attarzadeh & Ow, 2014). It is the role/job of the executives to encourage monitoring and evaluation of the project to success.

Management's capability, responsibility to the project, correspondence and participation with the project groups has a huge commitment to the achievement of a development project. These variables were observed to be of essentialness in as surveyed in Malaysian development industry (Yong & Mustaffa, 2012). The executive's responsibility is a key perspective with regards to the usage of monitoring and evaluation since they are key leaders in an association (Magondu, 2013). Atencio (2012) recommended that charming initiative and individuals situated administration have negative meanings related with them. Appealing pioneers are seen as not having finish. Individual arranged/relations-situated authority is seen as one-sided and ineffectual do to the subjectivity of the choices made, and moves made that are vigorously/heavily affected by good connections. This suggests the initiative style embraced by the administration affects the exhibition of project groups.

Jetu and Riedl (2013) called attention to that, by and by centered social qualities, for example, receptiveness to change, instead of socially centered social qualities, for example, self-amazing quality has the most noteworthy impact on project group execution. They further discovered social qualities to have a solid association with two out of three elements of Project group achievement, specifically, project group knowledge and advancement, just as undertaking group working soul/spirit, when contrasted with project group authority. Community involvement directly from the beginning of the project is basic as it guarantees that the group of people possess up the project that is seen as one of the variables that could guarantee project achievement (Marangu, 2012). It is the job of the executives to guarantee which there community is sharing and in certainty support of the considerable number of stakeholders in the project usage and in monitoring in order to ensure project achievement.

Muriithi and Crawford (2013) recognized a few issues identified with ways to deal with project the executives in Africa. These matters comprise: the need to adjust to political and network demands on undertaking assets, acknowledgement that monetary related objectivity and effectiveness, expected as a reason behind some project executives kits and procedures does not mirror nearby neighborhood

substances; and that utilization of such devices and methods won't improve project achievement in the event that they run counter to social and job esteems.

In outline the executives has a job in upgrading project accomplishment through underneath monitoring and evaluation group. Such help might accomplished through elements, for example, Communication, Commitment, Leadership Style, Managing governmental issues, Managing societal solicitations and Motivation. The board of projects in Africa a few difficulties, for example, political interference/obstruction and strong societal requests.

2.4.3 Budgetary Allocation on Monitoring and Evaluation

The project budget ought to give an unmistakable/clear and sufficient arrangement for monitoring and evaluation activities. A monitoring and evaluation budget can be plainly clarified inside the general project budget to give the monitoring and evaluation works the due acknowledgment it plays in task the executives (Gyorkos, 2003); McCoy, 2014). A monitoring and evaluation budget ought to be between 5 to 10 percent of the absolute advancement budget/spending plan (Kelly and Magongo, 2014). The Program Evaluation Standards additionally demonstrates that, evaluation-planning budget could positively be all the more deliberately assessed and genuine consumption on the assessment all the more painstakingly/carefully monitored James, Beatrice, Kristin, (Thomas & Lisa, 2014).

The issue of expense overpowers/overuns during assessment has been raised up by a couple of evaluators. Smith and Chircop (2013) as referred to in (Musomba *et.al*. (2013) state that solid and precise knowledge cost funds. Cash associated resources are needed for the moment people expend, for helping information the management system, training, move so forth. Key things to join into the monetary support/budget plan are agreements for counsels/external capacity (charges and travel costs), physical non legitimately restricting theory costs/project cost, speculation cost, focused work data, getting ready/preparing and study trips for M&E related utmost building, and non-operational costs like stationery, gathering, rewards/remittances for fundamental stakeholders and project implementers.

Conversely/contrast, executing offices put almost no emphasis at all towards M&E and the majority of them attempt to oppose having structures that can bolster/support M&E in their associations.

Most associations are probably going to have less budgetary allocation for monitoring and evaluation for projects. As indicated by Gray and Larson (2009) a project is a difficult non-standard, single life moment exertion constrained by moment, budget and assets/resources to address clients' issues. Mbothu and Abubakar (2014) states that because of their restricted assets, associations face remarkably more noteworthy/challenges difficulties to acquire and monitoring and evaluation activities adequately. It is significant consequently those associations should know about the full scope/range of fund choices accessible in Kenya so as to recognize key budgetary needs; comprehend the scope of account items accessible and how to get to them; and distinguish providers of money to meet the distinguished requirements for monitoring and evaluation (Thairu, 2014).

Effective funds management in projects is controlled by parameters which oversee assets control, for example, reviewing (Kogan, 2014). The Financial Act 2003, Section 25 (2) stipulates that assets for any project ought to be sufficient and be dispensed/ disbursed in time for successful implementation of development projects. Spending plans/Budgets are adapted articulations of focus to be practiced in a given year by an individual, association or country. It is a conscious/deliberate endeavor/attempt to accomplish better focuses after some time with accessible and anticipated assets. Such targets are impacted by the encounters of the past and desire for the future (Douglas, 2004).

With a very much-defined budget, project directors can viably/effectively design, organize, control and assesses its exercises. A budget is a gadget/device planned to give more noteworthy adequacy in accomplishing authoritative productivity thus project achievement. To be successful, in any case, the practical perspectives must exceed the useless/ dysfunctional viewpoints. Since a budget plan exists, choices are not only unconstrained responses to boosts in a situation of unclassified objectives.

It is relevant to take note of that administration exercises are the main force/thrust behind each association and obviously essentially unavoidable. These exercises arranging, sorting out, coordinating and controlling of monetary assets, are schematized to mirror the nature and goals of the association and must be custom-made towards the fulfillment of the general association's foreordained targets.

This must be accomplished adequately to guarantee effective budget implementation (Donald, 2008). Budgetary control and allocation includes the readiness of a budget, recording of genuine accomplishments, learning and exploring the contrasts among real and budget performance and making reasonable remedial action so that budgeted presentation might be accomplished viably/effectively Controllers (report, 2011). Budgetary control is the arrangement of controlling expenses through spending plans/budgets. It includes examination of real execution with the planned with the perspective on finding out whether what was arranged concurs with genuine execution. On the off chance that deviations happen purposes behind the distinction are found out and proposal of medicinal activity to coordinate genuine execution with plans is done (Coates, 2015).

Along these lines, the project budget arrangement should provide a realistic and acceptable understanding for monitoring and evaluation occasions. To construct a reasonable spending/budget plan coming up next are proposed to be thought about: List all M&E undertakings and in general duties, investigate the fundamental things related with each assignment, and decide their cost; Budget for employment, counting permanent workers, outside advisors, lack buildings and further human asset expenses; Ensure that the financial backing incorporates every single capital cost, including office expenditure, office equipment and materials, tour and cabin/lodging, Computer tools and programming/hardware and software and different costs; Decide if all assignments are incorporated into the general undertaking spending plan, for example, support for a data the executives framework, field transportation and vehicle upkeep, interpretation, and printing and distributing of M&E reports/devices and finally take into account surprising possibilities/contingencies, for example, swelling/inflation, exchange depreciation,

tools robbery, or the requirement for extra information gathering/examination to confirm discoveries (Chaplowe, 2008). Monitoring and evaluation expenditure arrangement can be clearly portrayed within the universal project expenditure schedule to provide the monitoring and evaluation due the appreciation it acts in project achievement, (Gyorkos, 2003) & (McCoy, 2014). Kelly and Magongo (2014) contend/argue that monitoring and evaluation budgets plans ought to be around five to 10% of the absolute project budget.

2.3.1.2 Stakeholder Participation on Monitoring and Evaluation

Stakeholders are gatherings of individuals, association and foundations that will influence or possibly influenced by the project. These partners incorporate the network/ individuals men/community members, ladies and youth; project field staff, program directors, accomplices and contributors, neighborhood authority(government) and other leaders' supporters, faultfinders/critics, government and NGO'S (Gorgens *& Kusek,* 2009). Development banks and bilateral aid agencies also routinely concern M&E to gauge improvement viability just as estimation for straightforwardness (Briceno & Gaarder, 2009). Greatest performance example exhibits that a focal factor encouraging modernization of assessments is partner contribution. This contribution must be acquired at the beginning periods of the Evaluation procedure, incorporate the help of prominent victors/ champions and draw in political professionals interested on knowledge to exhibits viability Jones *et al.* (2009) as referred to in (Musomba *et al*., 2013).

Forss and Carlsson (1997) state that the increasing needs for proficiency, economically cost and outcomes imply that it is fundamental for partners to have aptitudes that empower them to achieve to their finest. Connecting with partners in talks about the what, how and why of program exercises regularly engaging for them and furthermore, advances incorporation and encourages significant interest by different partners gatherings Donaldson and (Lipesy, 2006).

Partner participation means enabling advancement recipients/ beneficiaries regarding assets and requirements classification, anticipating the utilization of assets and the real usage of improvement activities (Chitere & Ireri, 2004).

Proudlock, *et al*. (2009) discovered that the entire procedure of effect evaluation, and especially the investigation and translation of outcomes, can be significantly developed by the involvement of proposed receivers, who are after all the essential stakeholders in their own advancement and the best decision of their individual circumstance. Nonetheless, partner association should be overseen/ managed via care, a lot of partner/ stakeholder inclusion could prompt/lead to undue impact on the assessment, and too small could prompt evaluators overwhelming/dominating the procedure (Patton, 2008). IFAD (2012) conducted workshop on the effect of accomplishment expressed that, participation implies something other than recipient commitment to the project carrying out, rather, it ought to incorporate all partners and be dignified at all phases of the undertaking/project cycle. This plainly incorporates monitoring and Evaluation frameworks. Along these lines, generating participatory monitoring and Evaluation meant that, when the essentials of M&E are comprehended, participatory M&E is characterized and methods are employed out to present it. This is finished by giving key stakeholders the data expected to control the undertaking methodology towards exercises and procedures that need restorative/corrective activity; help enable essential stakeholders by making open doors for them to think about basically the tasks course and help settle on the upgrades; construct comprehension and limit among those engaged with the project; encourage and inspire education among those focused on building the undertaking a achievement and evaluate advance thus empower responsibility prerequisites to be met.

IFAD (2012) keeps on perceiving the job of stakeholders by demonstrating the masses associations, at community and advanced stages are significant stakeholders. They give precious bits of knowledge on needs and suitable procedures during the plan stage, and embrace/undertake a portion of the execution and M&E exercises of the undertakings.

One of their most profitable jobs is in encouraging participatory procedure during execution, for example, through participatory standard overview, nearby effect evaluation or yearly project reviews. Working with them builds nearby responsibility for task and in this manner the probability of a supported effect. Network/community level is the place usage and use of the advantages of improvement tasks happen.

In most cases, it is at the town and village level where the fundamental reason for monitoring and evaluation is to be improved in the execution and administration of project administrations. The M&E procedure ought to be distinguished in a participatory way to mirror/ reflect the network/community needs and invigorate /stimulate individuals' interest for its execution, monitoring and evaluation. On the off opportunity that the procedure of task distinguishing proof isn't very much done and does not reflect network interests, almost certainly, the networks won't take an interest in the observing and assessment of the executed exercises.

2.4 Research Hypothesis

H_1: Budget has a positive relation with effective M&E of local government health center building projects.

H_2: Stakeholders participation has a positive relation with effective M&E of local government health center building projects.

H_3: Management support has positively relation with effective M&E of local government health center building projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The procedures and methodologies presented and discussed in this chapter. The methodology consist area of the study, research design and approach to the study, target population, sample size and data collection techniques. Furthermore, validity and reliability, ethical consideration, measurement and scaling technique and data analysis and statistical procedure discussed.

The study area covered Mara region includes Bunda Town Council and Bunda District Council. These two Councils are found in Bunda District which boarded with Busega District and Lake Victoria in the Southern side, Butiama District and Musoma rural in the Northern side, Eastern side is boarded with Chamriho Division (Bunda District) and Western side it bordered with Kenkombyo division (Bunda District) and Lake Victoria. Bunda Town and Bunda District Council are at the roads junction from Mwanza to Musoma, Tarime District, Butiama District, Musoma rural, Serengeti District, Ukerewe District. Both Bunda Town Council and Bunda District Council have been selected because there is completed and ongoing construction of different health centers such as Bunda health centre, Kasaunga health center, Kisorya health centre and Mugeta Health centre. so selecting these areas as the case study, helps the researcher a lot in collection genuine data.This ensure on data accessibility of factors influencing effective monitoring and evaluation of local government health building projects.

3.3 Research Design

According to Kothari (2004), research design is the theoretical arrangement within which research is conduct. It presents the master plan specifying the methods and procedures for data collection, data measurement and analyzing the data needed. Chandran (2004) explains research design as an accepting of conditions for collection and analysis of data in a means that joins their relationships through the

research to the economy of procedures. The study employed Cross sectional design. The Cross sectional design depends on perceptions made at one point in time. Specifically, when the information accumulation technique is more extensive in scope (includes impressively more than one case or a little gathering) and includes precise information accumulation (Chandran, 2004). With Cross sectional design it is hard to make decisions about procedures that happen after some time and consequently circumstances and logical effect (Mugenda, 2013).The Cross sectional design was measured suitable for the study because it helped the researcher to Contain multiple variables at the time of the data snapshot, Capture a specific point in time, the data can be used for various types of research, Many findings and outcomes can be analyzed to create new theories/studies or in-depth research, used to prove and/or disprove assumptions and not costly to perform and does not require a lot of time. In this study the quantitative research approach made statistical deduction from data gathered through questionnaires provided.

3.4 Target population

A target population can be characterized as the total arrangement of subjects that can be contemplated; individuals, objects, creatures, plants, associations from which an example might be acquired (Shao, 1999).The target population comprises respondents who involved into the study. The study mostly considered respondents both females and males from age of 20 and above that were employees from both Bunda Town Council and Bunda District Council. The researcher decided these targeted population opted due to the group of age, education status. The study therefore targeted a population of 465 respondents (employees from some different departments) as describe in the table 3.1.

Table 3.1 Distribution of employees for some each department

S/N	Department	Bunda Town Council	Bunda District Council	Total
1	Human resource and Administration	56	65	121
2	Planning, Statistics and Monitoring	4	5	9
3	Finance and Trade	8	11	19
4	Health	125	160	285
5	Works and Fire Rescue	4	6	10
6	Information Communication Technology	2	2	4
7	Procurement and Supply	5	7	12
8	Internal Audit	2	3	5
	Total	**206**	**259**	**465**

3.5 Sample Size

A sample size is a subset of the population to tha researcher proposes to sum up the outcomes. Any report made concerning the sample ought to likewise be valid for the populace (Orodho, 2004). A sample comprised a few things chose from the populace for the investigation (Silverman, 2010). Generally a sample contains all the major characteristics of the population so as to permit for making generalizations regarding the whole population. Kothari (2004) argues that time resources and financial limitations may dictate the size of the sample involved within the study.

The sample size for this study was 215 from the population obtained after adoption of Yamane formula of 1967 to determine optimal sample size, if the population is known. The following formula is used to obtain the optimal sample size which help to reflect the opinion of entire population.

$$n = \frac{N}{1+N(e^2)}$$

$$n = \frac{465}{1+465\ (0.05^2)}$$

$$n = 215$$

Where, N is a total population employee from both Bunda Town Council and Bunda District Council and n is optimal sample size. The marginal error or degree of precision, (e) is 0.05. Level of exactness is the edge of reasonable blunder between the evaluated worth and the populace esteem. In opposite side, it surveyed of how lock an estimate is to the genuine trademark in the populace/population. As indicated by Cochran (1977), accuracy favored might be made by giving the measure of blunders that are pleasing to tolerate in the sample approximation/estimate.

3.6 Research Instruments

3.6.1 Questionnaire

The main kit of information gathering for this study was questionnaire (Appendix I). The questionnaires were used to collect data from the total population. Questionnaires were useful instruments that involve a set of questions to be used to collect information since respondents can study and then provide answers to everything and they can arrive at a great numeral of topics (Orodho, 2004). Questionnaire method utilized to the different people so as to gate different data. The questionnaire consisted both closed and open-ended questions that utilized to gather information for the study. The advantages of using this method is information could be collected from large sample and diverse regions, confidentiality was upheld, save time, they were presented in paper format there was no chance for questioner unfairness and cover a wide area. Questionnaire used also provides more prominent obscurity through poll coding and separate examination of the respondent individual particulars. Statpac (2012) takes note of that utilized of survey were less nosy than phone meetings or up close and personal discussions. Nonetheless, poll configuration could be constraining on account of ignorant respondents yet again the examination aides ventured in and deciphered the inquiries.

In this study, researcher prepared and provided 215 questionnaires to employees from both Bunda Town Council and Bunda District Council. The questions prepared aimed at getting information about the factors influencing effective monitoring and evaluation of local government health centre building projects.

3.7 Validity and reliability of the Instrument

3.7.1 Validity

Validity refers to how many the deductions a specialist makes, in view of the information the person gathers utilizing a specific instrument, upheld by the proof (Fraenkel & Wallen, 2012). In this manner, it implies that whatever system or instrument utilized in research, the discoveries/findings are precise, right, dependable, important and right. Validity guaranteed by having objective questions incorporated into the 215 questionnaires and by pre-testing the instrument used to distinguish and change any vague, ungainly, or hostile inquiries and strategy as underlined by (Cooper & Schindler, 2003).

3.7.2 Reliability

Reliability refers to how predictable an research method or instrument (Fraenkel & Wallen, 2012). Accordingly, in this study, the inclusion and significance of the devices to the determinants under study exposed to content legitimacy. This involved guaranteeing that inquiries in the instruments made the progress to be investigated and passed on the expected importance to the respondents. The study/examination plans to check if the apparatuses utilized in information accumulation are skilled and effective to the normal degree. These measures guarantee the validity and reliability quality of the gathered information. Reliability quality is worried about consistency, steadfastness or security of a test (Nachmias, 2007). The study quantified the reliability quality of the questionnaire/poll to decide its stability in trying what they are planned to gauge/measure. The test re-test procedure utilized to assess the dependability quality of the tools.

3.8 Ethical considerations

Morrison (2013) and Cohen *et al*. (2007) stipulate that moral standards when directing research incorporate procuring research freedom letter and the educated assent regarding the respondents just as looking after classification.

A research clearance letter obtained from the Mzumbe University who introduced the analyst/researcher with the Regional Administrative Secretary (RAS), who at that point issue an initial letter to the District Administrative Secretary (DAS). A duplicate/copy routed/addressed to the Directors Council for reference all together educating the researcher permit/consent to conduct the research in the chose areas. License ought to be given before going to study/ponder. The analyst informed members about the reason regarding doing research, just as guaranteeing them that protection, secrecy and namelessness/uncertainty ensured. The personalities of the members secured, including cautious treatment of the data gathered, to guarantee nobody/respondents hurt on which information is expected to be gathered and furthermore not be destructive to the general public/society.

3.9 Measurement and scaling technique

This means to assign numbers to variable, observed the variables were given numbers so that can be processed statistically. Scaling technique, the procedure assigned numbers for various degrees of responses. Through answering questions in questionnaires the score of individual's responses assign in particular level on ratio scale the Likert type of scale technique which was the procedure over assign numbers to variables arranged in degree in quantity or quality for example strong agree, agree, disagree, strong disagree. Also Interval scales are assigning numbers to variables but indicate equal uniform interval. Interval scale is used to present ages, temperature degree, for example the interval of age from 20-30, 31-40 and 41 and above. Nominal scale is assigning the numbers each variable or option in order to label and identify them for example ticks your sex; male and female. These measurement scales and techniques above will be used to answer questions in questionnaires.

3.10 Data analysis and statistical procedure

Data analysis is a procedure that draws in editing, coding, grouping and arranging the gathered information (Kothari, 2004). Inside this investigation, the researcher connected with quantitative data analysis methods. As per Cohen *et al*. (2002),

quantitative data analysis is a ground-breaking research structure, in light of numerical investigation. The numerical analysis performed utilizing extraordinary programming application called the Statistical Package for Social Sciences (SPSS), STATA 13 software and Excel was used to analyze the data so as to ensure further findings. The quantitative strategies utilized in breaking down information. The information removed, arranged, counted, checked the frequency from every variable and registered into rates and percentages, and ratio exhibited in tables and diagrams/outlines pursued by brief clarifications.

3.10.1 Description of variable

In this study the respondents were asked to respond about their perceptions factors influencing effective monitoring and evaluation of local government health centres building projects. To record the responses of the sample respondents, a structured questionnaire will be used. The five-point Likert scale (where 1=strongly agree, 2=agree, 3=uncertainty, 4=disagree and 5 =strongly disagree) used for independent variable with their attribute.

For objective number one and four the descriptive statistics were utilized to examine the information. The instruments such as tabulation, percentage and frequency are used to add insights of the information.

Table 3.2 Data Variable measurement and description

Name of the variable	Variable definition	Measurement	Expected relationship
Dependent Variable			
Effective M&E	Effective monitoring and evaluation measured in three indicators; **i. Completion duration** 1 if a project completion is at large extent, 2 if neutral extent, 3 if small extent **ii. Quality of a project** 1 if a project quality is at large extent, 2 if neutral extent, 3 if small extent **iii. Beneficiaries' satisfaction.** 1 if a Beneficiaries' satisfaction is at large extent, 2 if neutral extent, 3 if small extent	Dummy	
Independent variables			
Budgetary Allocation	budgetary allocation to a given project being measured; 1 if the allocated budget is at large extent, 2 if neutral extent, 3 if small extent	Dummy	+/-
Stakeholder Participation	1 if stakeholders engage in effective M&E, 0 if otherwise	Dummy	+/-
Stakeholders' Involvement	1 if stakeholders are involved at large extent, 2 if stakeholders are involved at neutral extent, 3 if involved at small extent	Dummy	-
Management Skills In Ratings	Likert scaling of management skills if are essential for effective M&E, 1=strongly agree 2=agree 3=disagree 4=disagree	Dummy	+/-
Seminars Availability	Likert scaling of seminars availability if are essential for effective M&E, 1=strongly agree 2=agree 3=disagree 4=disagree	Dummy	+/-
Number o f M&E per Year	Number of times in a year M&E are carried out, 1= two times, 2= three times, 3= four times, 4= otherwise	Dummy	+/-

3.10.2 Regression analysis using ordered logistic model

Effective M&E is an explained variable measured by three indicators which are duration of project completion, beneficiary satisfaction and quality of the implemented project. Identified indicators consist of three dummies in each indicator of which these dummies are in natural ordering/ranking, existence of natural ordering among these dummies permit the use of ordered logistic model in the regression analysis, thus effective M&E using an ordered logistic model can estimated as;

These indicators of effective M&E are latent/dormant variable such that they are not observed, the observed are the dummies of these indicators which are in ordering form and are the same in each indicator and are defined here below;

$$\textit{Effective M\&E} = \begin{pmatrix} 0\ \textit{large extent} \\ 1\ \textit{neutral extent} \\ 2\ \textit{small extent} \end{pmatrix}$$

$$\textit{Effective M\&E} = \beta i x_i + \varepsilon$$

Where x_i indicates the included explanatory variables

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the results of the essential information which was gathered using questionnaires. The descriptive statistical used to analyze the information. The outcomes were broke down from response rate, the effect of budgetary allocation on effective M&E, the influence of stakeholder's participation on effective M&E and the impact of the board support/aptitudes on viable M&E. Since the variables determining each independent variables were in ordinary scale an overall index for dependent and independent variables using SPSS compute command and those indexes were used for descriptive analysis.

4.2 The study sample

The study was anticipated to collect information from 215 respondents who were anticipated to be issued with questionnaires however, only 200 respondents participated in filling questionnaire in the study. The rest respondents were not willing to contribute in the research while some did not returned the questionnaires during data collection.

4.3 Demographic characteristics of respondents

Table 4.1 Demographic characteristics of the respondents (N=200)

Variable	Criteria	Frequencies	Percentage
Sex	Female	75	37.5
	Male	125	62.5
Age	21 – 30 years	16	8.0
	31– 40 years	96	48
	41 and above	88	44
Education level	Certificate	22	11
	Diploma	67	33.5
	Bachelor degree	71	35.5
	Masters degree	40	20
Working experience	0-5 years	41	20.5
	6-10 years	77	38.5
	More than 10 years	82	41.0

Source: Research findings, (2019)

4.3.1 Gender of respondents

The researcher asked the respondents to put the tick mark to the appropriate space to state the sex of the respondent. All the respondents about 100% responded to the question.

Table 4.1 indicates 125 respondents about (62.5%) were males and the rest of 75 respondents about (37.5%) were females. These findings indicate that Mara region comprises with more male workers than female and hence most of high position of organization is being occupied by males. Therefore women should be encouraged to apply for work in local governments so as to create gender balance.

4.3.2 Age of Respondents

Data concerned the age of respondents were presented into four categories. This variable was included in the study so that the researcher can understand the age of workers in the organization if has impact on the performance of different duties in the organization. The findings from Table 4.1 shows that 8% of respondents had the

age between 21-30 years, 48% of respondents had the age between 31-40 years also about 44% of respondents had the age of 41 and above.

This implies majority of the workers were at the 35 average ages of learning and being trained so as to acquire different skills in order to increase the efficiency within the organization and likewise were young and are in productive age consequently they can work in the M&E field efficiently and realize effective M&E.

4.3.3 Respondent's education level

The implication on the understanding on the effective M&E can be determined also by the education level of the respondents. Therefore this variable was being included on the study. Data concerning the education level of respondents were presented into four categories. The findings from table 4.1 above reveals that by mass of respondents about 71 respondents (35.5%) were having bachelor degree, followed by 67 respondents who were having diploma level about (33.5%) and 40 respondents about 20% were having masters and above and finally respondents who were having certificate were about 22 respondents of 11%. Therefore the findings indicate that mass of respondents were having bachelor degree which provides remark/observation and valid information to this study since they might have more skills, capacity and knowledge to conduct M&E activities in their organizations effectively.

4.3.4 Working Experience

Data concerning the working experience of respondents were presented into five categories, which includes 0-5 year, 6-10 year, 11-15 year, 16-20 year, 21 year and above. The table 4.1 reveals that 20.5% of respondents were having 0-5 year of working experience, 38.5% of respondents were having 6-10 year of working experience and 41% of respondents were having more than 10 years of working experience. Therefore the findings of this study indicate that mass of respondents were having more than 10 years of working experience.

This implies that respondents were familiar with data on factors influencing effective monitoring and evaluation structure in their organization.

4.4 The effect of availability of budgetary allocation on effective M&E

Based on the findings on effect of availability of budgetary allocation on effective M&E of local government health centres building projects. The results showed that 14% (28) of the respondents agreed that the availability of adequate budget influences the effective M&E, 68% (136) of the respondents said no on whether the availability of adequate budget influences the effective M&E, and 18% (36) of the respondents were not sure whether the availability of adequate budget influences the effective M&E.

The results also shows that 19% (38) of the respondents are very large extent on the budget provided in health centers building projects to be sufficient for the completion the projects, 33% (66) of the respondents rated that at large extent the budget provided in health centers building projects were sufficient for completion the projects, 22.5% (45) of the respondents were neutral on whether the budget provided in health centers building projects were sufficient for completion the projects or not, 13.5% (27) of the respondents rated that to a small extent the budget provided in health centers building projects were sufficient for completion the projects and 12% (24) of the respondents were not sure on the fact that budget provided in health building projects were sufficient for completion of the projects.

In addition, 18.5% (37) of the respondents agreed that to a very large extent fund for M&E for health centers building projects are provided on time, 40% (80) of the respondents agreed that to a large extent the fund for M&E for health centers building projects are provided on time, 19% (38) of the respondents were neutral on whether the fund for M&E for health centers building projects are provided on time and 14% (28) of the respondents said that to a small extent the fund for M&E for health centers building projects are provided on time and 8.5% (17) of the respondent considered this question was not applicable to them.

The findings agree with Njama (2015) at which the majority of the respondents in his referenced that there was a different budget allocation and that organizations didn't guarantee convenient arrangement of assets. Also organization can have well skilled and knowledgeable individuals however without budget plan give on time there is no hope, along these lines budget plan is everything in the organization just as to make effective M&E.

Table 4.2 The effect of availability of budgetary allocation on effective M&E (N=200)

Variables	Criteria	Frequencies	Percentage
Is there sufficient budget to ensure the effective M&E	Yes	28	14
	No	136	68
	Not sure	36	18
What percentage of the total budget in your organization is allocated for M&E	5%	28	14
	10%	20	10
	20%	16	8
	25%	16	8
	Less than 5%	32	16
	Not sure	88	44
The budget provided in health building projects is sufficient for completion the projects	Very large extent	38	19.0
	Large extent	66	33.0
	Neutral	45	22.5
	Small extent	27	13.5
	No extent at all	24	12.0
Fund for M&E for health centers building projects are provided on time	Very large extent	37	18.5
	Large extent	80	40.0
	Neutral	38	19.0
	Small extent	28	14.0
	No extent at all	17	8.5

Source: Research findings, (2019)

The results from table 4.2 reveals that the mass of the respondents were against the fact that the sufficient budget to implement the health centers building projects ensure the effective M&E, but in large extent they agree on the fact that budget provided in health centers building projects are sufficient for completion of the projects and more than 58.5% of the respondents agreed to a large extent that at Bunda Town Council and Bunda District Council the provision of budget for M&E is done on time.

4.5 The influence of stakeholders participation on effective M&E

In examining stakeholders participation in M&E process the respondents were to choose between “Yes” “No” and not know on the statement saying “Do stakeholders participate in M&E process”, The findings presented in Table 4.3 indicates that 72% (144) of the respondents said yes to indicate that stakeholders participate in M&E process, 20% (40) of the respondents said no to indicate they oppose the fact that stakeholders participate in M&E process at Bunda Town and Bunda District Council and 8% (16) of the respondents do not know whether stakeholders participate in M&E process.

With respect to reality that support of stakeholders reflect the community and invigorate/stimulate individuals' interest for the usage of M&E, the respondents were to agree or disagree in the scale gave, and the outcomes were as per the following, 34% (68) of the respondents strongly agreed to the way that cooperation of stakeholders reflect the community needs and animate individuals' execution of M&E, 40% (80) of respondents agreed on the explanation that participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M&E, 18% (36) of the respondents neutral on whether participation of stakeholders reflects community needs and stimulated people’s interest in the execution of M&E or not, 4% (8) of the respondents disagreed to the view that participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M&E and 4% (8) of the respondents strongly disagreed.

Table 4.3 The influence of stakeholder participation on effective M&E (N=200)

Variables	Criteria	Frequencies	Percentage
Do stakeholders participate in M&E process	Yes	144	72
	No	40	20
	Not sure	16	8
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M&E	Strongly agree	68	34
	Agree	80	40
	Neutral	36	18
	Disagree	8	4
	Strongly Disagree	8	4
The community based M&E framework reinforce/support the implementation M&E activities	Strongly agree	64	32
	Agree	72	36
	Neutral	44	22
	Disagree	12	6
	Strongly disagree	8	4
Too much stakeholders' involvement could lead to ineffective M&E.	Strong Agree	24	12
	Agree	72	36
	Neutral	56	28
	Disagree	32	16
	Strong disagree	16	8

Source: Research findings, (2019)

Nevertheless, 12% (24) of the respondents strongly agreed that too much stakeholders' participation could guide to ineffective M&E, 36% (72) of the respondents agreed that too much stakeholders' involvement could lead to ineffective M&E, 28% (56) of the respondents are neutral on the statement that too much stakeholders' involvement could lead to ineffective M&E and 16% (32) of the respondents strongly disagreed and 8%(16) of the respondents disagreed that too much stakeholders' involvement could lead to ineffective M&E.

These findings implies that there is reasonable stakeholders participation in health centers building projects at Bunda Town and Bunda District Council as 72% of the respondents have admitted that there is stakeholders participation in projects at place. Findings emphasize that stakeholder's participation reflects the needs of the community in the intended project that brings the logic of possession in the whole stages of the projects specifically during M&E period where their responses are crucial. M&E framework which concerns community as an important stakeholder in the project was well supported by the findings where 68% of the respondents agreed that for effective M&E involvement frame should be encouraged.

4.6 The influence of management support/skills on effective M&E

This part presents the results on the influence of management support on effective M&E. The study intended to know if the management support is a very big extensive determinant of effective M&E. From the Table 4.4 below indicates that majority of respondents that is 120 equal to 60% of the respondents strongly agreed that management support/skills is a very big extensive determinant of effective M&E, 60 equal to 30% agreed that management support/skills is a very big extensive determinant of effective M&E, 4 respondents equal to 2% were neither agree nor disagree, 8 respondents equal to 4% disagreed that management support/skills is a very big extensive determinant of effective M&E and the rest of 8 respondents equal to 4% strongly disagreed on the issue. The findings are in accordance with studies done by Acevedo *et al*. (2010) and Abalang (2016) who saw that both formal and hands on job training experience are critical in rising M&E mastery which will later prompt powerful M&E framework. UNDP (2011) summarizes that there is a need to have fundamental learning of M&E and capacity to utilize reports as well as M&E.

These findings implies that there is reasonable management support/skills on effective M&E in health centers building projects at Bunda Town and Bunda District Council as 60% of the respondents have confessed/declared that there is management support/skills on effective M&E in projects. Findings emphasize that management support/skills on effective M&E intended that projects success in the whole stages of the projects specifically during M&E period where their responses are crucial.

Table 4.4 Management support/skills is a very big extensive determinants of effective M&E (N=200)

Variables	Criteria	Frequency	Percent
Management support/skills is a very big extensive determinant of effective M&E	Strongly agree	120	60.0
	Agree	60	30.0
	Neither agree nor disagree	4	2.0
	Disagree	8	4.0
	Strongly disagree	8	4.0
	Total	**200**	**100.0**

Source: Research findings, (2019)

4.7 Regression analysis

The results of ordered logistic are presented in Table 4.5. The explained variable (dependent) was measured by using three indicators (duration of project completion, beneficiary satisfaction and quality of the implemented project) of which each indicator had three dummies which were in ordering form, and thus ordered logistic regression was used. The use of ordered logistic was because the dummies involved in each indicator of effective M&E is in ordering form. Table 4.5 shows the prediction of effective M&E at large extent or (y=1).

Table 4.5 Marginal effects of Ordered logistic model

Variables	Beneficiaries' satisfaction Pr(y=1)		Duration of project Pr(y=1)		Quality of project Pr(y=1)	
	Coefficient	P-value	Coefficient	P-value	Coefficient	P-value
Management skills						
Agree	0.001	0.987	-0.037	0.522	0.061	0.161
Disagree	-0.005	0.979	0.286	0.000	-0.093	0.374
Strongly Disagree	-0.101	0.676	-0.109	0.646	-0.322	0.103
Education Level						
Certificate	0.118	0.177	0.093	0.162	0.055	0.195
Diploma	-0.080	0.262	0.023	0.662	0.059	0.182
Stakeholder Participation (Yes)	0.252	0.007	0.033	0.548	-0.034	0.384
Stakeholders Involvement						
Large extent	0.231	0.001	-0.118	0.087	-0.093	0.111
Neutral extent	0.173	0.003	-0.043	0.628	0.136	0.003
Regularly M&E	0.080	0.263	0.069	0.212	-0.074	0.049
M&E times per year						
two times	0.041	0.67	-0.018	0.842	-0.032	0.742
three times	0.124	0.187	-0.033	0.77	0.039	0.591
four times	0.171	0.047	-0.160	0.081	0.026	0.741
Timely provision of Funds						
Large extent	-0.096	0.23	-0.079	0.206	0.038	0.523
Neutral extent	-0.217	0.117	-0.123	0.276	0.125	0.002
Seminars available for staffs	-0.203	0.002	0.186	0.072	0.027	0.652
Marginal effects	0.756		0.817		0.895	
Observation	200					

4.7.1 Effect of budgetary allocation on effective M&E

In order to assess the effect of budgetary allocation on effective M&E, the marginal coefficient of timely provision of funds at large extent was found to increase the probability of duration of project completion by 12.5% much larger compared to provision of fund at small extent, holding other factors constant. This was expected since fund availability to a given project ensures on time payment to the included labour force and also needed equipments are purchased on time thereby influencing effective M&E.

The findings are in accordance with a study done by Chaplowe (2008) who contends that there ought to be adequate spending plan for M&E exercises. Jack *et al.* (2006), sees that enough assets are important for implementation and running of M&E.

4.7.2 Influence of stakeholder participation on effective M&E

The influence of stakeholders' participation on effective M&E based on two aspects of which one aimed at identifying if stakeholders are engaged in M&E and second was to identify the extent of involvement. The marginal coefficient of stakeholder's participation in M&E was found to be significant at 5% in beneficiaries' satisfaction indicator. That is else being equal participation of stakeholder in M&E process increase the probability of beneficiaries' satisfaction by 25%. This implies that for effective M&E of stakeholders participation could lead effective monitoring and evaluation of health building projects to be successful. The findings are in accordance with studies done by Kariuki and Njuki (2013) found that participatory M&E qualities learning and change at both network and institutional level. It likewise upgrades the accomplishment of M&E exercises by advancing exchange of results that various stakeholders anticipate from the venture. Stakeholders' participation in M&E additionally encourages the appraisal of project from different points of view.

Stakeholders' involvement in M&E was also captured by identifying how the extent of involvement among stakeholders would lead to effective M&E. Large extent involvement of stakeholders coefficient is found to increase probability of beneficiary satisfaction (at large extent) by 23.1%. Neutral extent involvement of stakeholders was found to increase also probability of beneficiary satisfaction (at large extent) by 17.3%, this is likewise to quality indicator of effective M&E in which neutral involvement of stakeholders increased the effective M&E by 13.6%, keeping other factors constant.

Unlike to duration of the project as an indicator of effective M&E, it was found large extent involvement of stakeholders in the project lowered the probability of completing the project at a required time by 11.8%.

This might be obvious that the more involvement of stakeholders would antagonize the duration of project completion as some stakeholders keep in regularly arguments on a given project which consequently contribute to delay of a given project

4.7.3 The influence of management support/skills on effective M&E.

Management skills were examined through some categories which include likert rates of management skills, seminars available and number of M&E done in a given project.

Seminars available for staffs were measured through identify whether there is such seminars conducted during accomplishment of a given project tracking process. Seminar availability for a given staff was found to decrease probability of beneficiary satisfaction by 20.3%, keeping other factors constant. Availability of seminars increased the probability of project completion duration by 18.6%. This implies that for effective M&E, staff individuals ought to attempt trainings just as gaining skills and knowledge in project the executives Nebris (2002). Juma (2015), recognizes that training imparts required skills and knowledge to adequately set up and deal with the M&E reason effectively and to accurately utilize the framework.

Number of M&E done per year was also an explanatory variable used to determine effective M&E. The variable was found significantly influencing beneficiary satisfaction ($p<0.05$) and also project duration ($p<10$). The marginal coefficient of M&E done in four times per year was found to increase probability of beneficiary satisfaction (at large extent) by 17.1%, else being equal. Unlike to project duration which was found to be lowered by the probability of 16% if M&E was done four times in a year. One would expect regularly M&E of project to increase satisfaction of the beneficiaries as the progress of a project is tracked, but on the other hand regularly project tracking might hinder the required time for M&E.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter discusses the findings on effect of availability of budgetary allocation, influence of stakeholders' participation and influence of management support on effective monitoring and evaluation of local government health centres building projects. The discussion is done in relation to the included studies and theories.

5.2 Effect of budgetary allocation on effective M&E

The findings imply that the role of budgetary allocation on effective M&E of the health centers building projects at Bunda Town Council and Bunda District Council is probably not well utilized to bring the intended results in projects; this is probably influenced by poor commitment of people granted relevant responsibilities. These discoveries/findings are in concurrence with the investigation of Donald (2017) who underlined on the significance of budgetary control through account of genuine achievements, discovering and looking at the differentiations among genuine and arranged implementation and making sensible healing go so that arranged exhibition may be cultivated satisfactorily in M&E by including the comparison of real execution/performance with the arranged with the budgeted on deciding if what was organized agrees with genuine implementation. If deviations occur aims behind the qualification are learned and proposal of helpful movement to organize genuine implementation with designs for M&E is finished.

5.3 The influence of stakeholder's participation on effective M&E.

Despite of the necessity of stakeholders' participation in health centers building projects. The findings shows that the unmeasured and uncontrolled stakeholders' participation can in some ways effects M&E processes negatively probably due to the less informed nature of the stakeholders especially the community members who might lead to loss of focus during the process. These findings are in concurrence/agreement with the investigation of Forss and Carlsson (2014) which

states that the developing requirement for effectiveness, financially cost and outcomes implies that it is fundamental for stakeholders to have abilities that empower them to achieve to their best. Participating stakeholders in talks about the what, how and why of programme actons regularly engaging for them and furthermore, advances consideration and encourages important interest by different partners gatherings (Donaldson & Lipesy, 2013).

5.4 The influence of management support/skills on effective M&E

Findings imply that skills and support of the management of health centres building projects have a reasonable observable effect on the effective M&E of health building projects. Management support through consideration of important needs the project and providing proper training to their subordinates. (Krause and Mackay, 2010) sees that both formal preparing and hands on experience are a significant in creating evaluators. Additionally Muruga (2010) is of the view that players in the field of undertaking the board like project and program administrators, M&E officials, project staff and outside evaluators will require particular preparing in the task the executives and M&E; however explicitly in territories like participatory monitoring and evaluation.

Explanatory variables such as management skills, stakeholders' involvement, number of M&E done per year, timely provision of funds for a given project, seminars available for staffs, and stakeholder participation are variables found to be significant at different levels, though the significance vary in each indicator of the explained variable. The presentation and discussion of the findings are done per specific research objectives.

5.4.1 Effect of budgetary allocation on effective M&E

Timely provision of funds at large extent was found to increase the probability of duration of project completion. These findings are in line with Mthethwa *et al*. (2016); Musomba *et al*. (2013); Smith and Chircop (2013) who stipulate that strong and systematic availability of financial resources are needed for the time persons expenditure, funds available enables sustaining data for the management system,

training, transport, in which ultimately lead to effective M&E. Financial provision was found insignificantly negatively influencing effective M&E, these results appear to be inconsistent with (Gray and Larson, 2009; Kogan, 2014 and Mbothu, 2014) who revealed that availability of funds influences time for successful implementation of development projects.

5.4.2 Influence of stakeholder participation on effective M&E

Persistence of partnership in M&E that include stakeholders such as project staff members, individuals, community members, program directors, and neighborhood authority are essential for effective M&E in a given project, this in line with the findings obtained by Gorgens *et al*. (2009) and Musomba *et al*. (2013). The findings are further in line with the employed participatory theory which portrays that participation of stakeholders expands the chances that the program will be on target and its outcomes will be progressively maintainable. The variable is found insignificant to other measures of effective M&E process.

Large extent involvement of stakeholders' coefficient was found to increase probability of beneficiary. Chitere and Ireri (2004) found that partners' participation enables advancement regarding assets and requirements classification, anticipating the utilization of assets and the real usage of improvement activities thereby promoting effective M&E, these findings are in good agreement with findings obtained in this study.

Large involvement of stakeholders in project was found to lower duration of completing the project on time. These findings contradict with Patton (2008) and Kayaga (2015) who stress that poor reports and lower community participations data frameworks hinder early completion of a given project. Patton (2008) further stipulate that small involvement of stakeholders would lead to the domination of project by few evaluators in which this might affect the effective M&E.

5.4.3 The influence of management support/skills on effective M&E.

Seminars increased the probability of project completion duration. In line with Georgieva and Allan (2017), positive relationship between seminar availability and duration of project completion would because of implementers of a given M&E process are always exposed into new ideas which facilitates early completion of the process. To Georgieva and Allan seminars as knowledge transfer are regarded as monitoring advancement technique of the project undertaking.

Management skills was captured by using a likert scale measurement, in which indicators such as strongly agree, agree, disagree and strongly disagree were used. Management skills was found to be insignificantly determining beneficiaries' satisfaction at large extent, and education levels among the involved project implementers was not responsible for effective M&E process. These findings contradict with the reviewed literatures (Georgieva & Allan, 2017; Kayaga, 2015). The findings are further contrary with the program theory which emphasize that availability of organized plan together with organized management staffs are important for effective M&E.

CHAPTER SIX

SUMMARY, CONCLUSION AND POLICY IMPLICATIONS

6.1 Introduction

This chapter is a combination of the whole study, and included a summary of research findings, conclusion, policy implications and suggestions for further research. The summary of findings is presented on the basis of the research questions.

6.2 Summary of findings

The summary below brings the research findings in short according to the research questions. The goal of the study was to discover out the determinants of effective M&E of local government health building projects at Bunda Town council and Bunda District Council. The study employed specific objectives like evaluating the cause of availability of budgetary allocation on effective monitoring and Evaluation of local government health building projects, examining the influence of stakeholder participation on effective monitoring and evaluation of local government health building projects and assessing the influence of management support on effective monitoring and evaluation of local government health building projects. Out of 215 respondents targeted for data collection, a reasonable response of 93% was attained which was excellent for drawing valid conclusions for a descriptive study.

Coefficient of timely provision of funds at large extent was found to increase the probability of duration of project completion by 12.5% much larger compared to provision of fund at small extent as it is observed in the first objective. In the second objective, participation of stakeholder in M&E process increase the probability of beneficiaries' satisfaction by 25% also Large extent involvement of stakeholders coefficient was found to increase probability of beneficiary satisfaction (at large extent) by 23.1%. The third objective show that management skills' categories were found to be insignificantly determining beneficiaries' satisfaction at large extent and

availability of seminars increased the probability of project completion duration by 18.6%.

6.3 Conclusion of the study

Monitoring and Evaluation is a key movement in the task the board cycle. Monitoring empowers the venture group to follow the presentation of a task consistently in order to guarantee that it is actualized as arranged. Evaluation permits the project group to decide the powerful of the tasks in perspective on accomplishing pre-set up targets.

This study investigated the factors influence of three specific objectives namely availability of budgetary allocation on effective M&E, stakeholder's participation on effective M&E and management support/skills on effective M&E at Bunda Town council and Bunda District Council. Available data showed that most of the projects have large extent that the budget provided in health building projects was sufficient for completion the projects in effective M&E. These discoveries/findings are in concurrence with the investigation of Donald (2017) who underlined on the significance of budgetary control through account of genuine achievements, discovering and looking at the differentiations among genuine and arranged execution and making sensible healing go so that arranged exhibition may be cultivated satisfactorily in M&E by including the comparison of real execution/performance with the arranged with the budgeted on deciding if what was organized agrees with genuine implementation

The researcher also concludes that participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of effective M&E. Findings emphasizes that stakeholders participation reflects the needs of the community in the intended project that brings the logic of possession in the whole stages of the projects specifically during M&E period where their response is crucial.

Furthermore, the researcher concludes that management support through consideration of important needs the project and providing proper training to their subordinates. Krause (2010) sees that both formal preparing and hands on experience are a significant in creating evaluators, Additionally Muruga (2010) is of the view that players in the field of undertaking the board like project and program administrators, M&E officials, project staff and outside evaluators will require particular preparing in the task the executives and M&E. However, the information just helped the presence of a statistically significant relationship between the degree of personnel's training and M& execution of the undertakings.

On the other hand, the researcher found out that nearby authorities faces the assignment in budget disbursement strategies and process because of the postpone of price range which help M&E actions and finally, local government confronted problems in imparting the finances on time for clean facilitation of M&E sports. Similarly, the study additionally discovered that finances allocation is the primary element observed by way of human capability for M&E and sooner or later funds disbursement approaches as least thing that have an effect on powerful M&E budget inside the neighborhood government.

6.4 Policy Implications

The following are policy implications based on the findings of the study:

6.4.1 Human Capacity for M&E

M&E being a new area, education could be very critical in constructing M&E human ability so as to permit managing M&E device correctly. Consequently, extra M&E official and refresher teaching have to be set within the local authorities so that it will construct ability of M&E employees.

6.4.2 Budget Disbursement strategies in Facilitating M&E

The authorities should be set underscore to the M&E branch to design efficiently the games past to the M&E artistic creations plan and present the price range demand as ahead of schedule as conceivable to diminish/decrease the extensive of assessment and endorsement forms from Finance office.

6.4.3 Budget Allocation for M&E

There is not on time release of budget for facilitating M&E sports by way of corporations. Therefore, the control crew ought to devise a powerful approach in addition to increasing recognition on M&E sports for the programme achievement.

6.5 Limitation of the study

The research was limited by a number of factors. Firstly, financial constraints were the problem because research needs a lot of money for different uses like transportation, stationery and secretarial works. All these minimized through selecting few samples for the study. The researcher did on his own, like typing. Researcher had more economical in order to meet the goal.

Secondly, time constraint. Researcher used it effectively by being very punctual to meet appointments when giving questionnaires respondents and collecting them from respondents. However, geographical obstacles including muddy roads caused by rainfall and sun seasonal which can hinder the researcher from accomplishing the process of data collection in or on time.

Thirdly, respondents needed payments to fill the questionnaires, it was another obstacle. The researcher provided soft drinks/money and sometimes used a convincing language to describe them the significance of the study that being conducted.

Fourthly, health challenge. The researcher was precious by illness which returned affecting his research works.

6.6 Suggestions for Further Research

The researcher suggests for further investigations on the effect of local government project exercises on the monitoring and evaluation of health projects since the jobs are covering/overlapping each other in to the network project activities are concerned. The other territory of further research that the specialist suggests is an examination on impact of government order/enactment on the effective monitoring and evaluation programs for healthy projects. Besides, there is a requirement for future specialists to complete an examination/study because of portable health (mHealth) in deciding compelling effective monitoring and evaluation framework in health sector. There is need to complete a study of the effect of government policy on M&E. Besides, the discoveries proposed on the utilization of best ways to deal with improve effective M&E frameworks including Capacity building and preparing training programs, the difference in National policies and plans from foundation to administration situated or approach, to set up an independent M&E unit and embracing participatory way to deal with be more functional as opposed to hypothetical, though key partners like Community, LGAs, CSOs, NGOs and other private institutions who have the strong interest in health building projects.

6.7 Contribution of the Theories

Theory of Change in this study helped the staff to get what, how and why the project is attempting to accomplish regarding human limit with respect to M&E, payment of assets techniques just as budget allocation. Theory of Change had the option to demonstrate the connection among Independent and dependent variables. If all factors that the study looked into, long term impact in the effective M&E as emphasized by Theory of Change will be achieved.

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APPENDICES

APPENDIX I: Questionnaire Consent Form

Dear Respondent,

RE: REQUEST FOR DATA COLLECTION

You have been arbitrarily chosen to take an interest in this research that is **investigating the effective Monitoring and Evaluation determinants of local government health building development projects at Bunda Town Council and Bunda District Council**. I nicely demand you to fill the connected questionnaire/poll to create information needed for this research. This data will be utilized only for scholastic/intellectual reasons and will be dealt with confidently and won't be utilized for advertising. Neither your name nor the name of your organization will be referenced/ cited in the report.

Your help and participation will be exceptionally valued.

Thank you in advance.

Yours faithfully,

_____

Nassoro Yasini

Mzumbe University

APPENDIX II: QUESTIONNAIRES FOR RESPONDENTS

This questionnaire aims to investigate the effective monitoring and evaluation of local government health building development projects at Bunda Town Council and Bunda District Council. This questionnaire is designed to collect data that will help to achieve the objectives of this study. I would be most grateful if you would kindly participate in this study by responding to all the questions in this questionnaire as truthfully/candidly and precisely as possible. Your honesty and co-operation in responding to these questions will be highly appreciated. All information provided will be treated with utmost/extreme confidentiality.

This questionnaire aims to investigate the effective monitoring and evaluation of local government health building development projects at Bunda Town Council and Bunda District Council. This questionnaire is intended to gather information that will accomplish the targets of this research. I would be most thankful in the event that you would sympathetically involve in this study by reacting to every one of the inquiries in this questionnaire as honestly/truthfully and accurately as could reasonably be expected. Your trustworthiness and participate in reacting to these inquiries will be profoundly valued. All data gave will be dealt with most extreme/extraordinary classification.

Please fill in the compulsory information by locating mark (√) where needed.

SECTION A: GENERAL INFORMATION OF THE RESPONDENT

1. Gender of the respondent 1) Male [ ] 2) Female [ ]

2. Age of the respondent 1) 20 – 30 years [ ] 2) 31– 40 years [ ] 3) 41 and above [ ]

3. Level of education

1) Certificate [ ] 2) Diploma [ ] 3) Bachelor degree [ ] 4) Masters degree [ ]

5) PhD level [ ]

4. How long have you been working in the organization 1) 1-5 years [ ] 2) 6-10 years [ ] 3) More than 10 years [ ]

5. Do officers participate in M&E process? 1) Yes [ ] 2) No [ ] 3) Not sure [ ]

6. Are M&E activities carried out frequently? 1) Yes [ ] 2) No [ ] 3) No sure [ ]

7. How many times in a year M&E are carried out? 1) Two [ ] 2) Three [ ] 3) Four [ ] 4) Not sure [ ]

SECTION B: EFFECTIVE MONITORING AND EVALUATION

8. The following are some statements on effective M&E. It would be ideal if you show/demonstrate the degree of your concurrence with every statement.

1-Very large extent 2-Large extent 3-Neutral extent 4-Small extent 5-No extent at all

Statement	**1**	**2**	**3**	**4**	**5**
Duration of the project is determined effective M&E.					
The quality of the project depend on the effective M&E.					
The level of beneficiary satisfaction is high due to effective M&E.					
Adequate of M&E equipments/tools could lead to effective M&E.					

SECTION C: THE INFLUENCE OF MANAGEMENT SUPPORT/SKILLS ON EFFECTIV M&E

9**.** The following are some statements on the influence of technical skills on the effective M&E. It would be ideal if you show/demonstrate the degree of your concurrence with every statement.

1-Strongly agree 2-Agree 3-Neither agree nor disagree 4-Disagree 5 - Strongly disagree

Statement	**1**	**2**	**3**	**4**	**5**
Management support/skills is a massive/considerable determinant of effective M &E					
Necessary management support/skills play a key role in providing functional advice in the development of appropriate results-based performance of M&E					
Presence of an effective communication could lead to effective M&E.					
Human resource capacity required for the effectiveness & sustainability of the M&E					
Human resources/staffs need seminars/training and training on monitoring and evaluation for better M&E					

SECTION D: THE INFLUENCE OF BUDGETARY ALLOCATION ON EFFECTIVE M&E

10. Is there sufficient budget to ensure the effective M&E? 1) Yes [ ] 2) No [ ] 3) No sure [ ]

11. What percentage of the total budget in your organization is allocated of M&E?

1) 5% [ ] 2) 10% [ ] 3) 20% [ ] 4) 25% [ ] 5) Less than 5% [ ] 6) No sure [ ]

12. The following are some statements on the effects of budgetary allocation on effective M&E. It would be ideal if you demonstrate the degree of your concurrence with every statement.

1-Very large extent 2-Large extent 3-Neutral extent 4-Small extent 5-No extent at all

Statement	**1**	**2**	**3**	**4**	**5**
The cost/budget provided in health building projects is sufficient for completion the projects					
Donors/Development partners should emphasize on setting aside of M&E fund(budget)before approving any request for project funding					
Funds for M&E for health building projects are provided on time					

SECTION D: THE INFLUENCE OF STAKEHOLDERS PARTICIPATION OF (M&E)

13. Do stakeholders participate in M&E process? 1) Yes [ ] 2) No [ ] 3) Not sure [ ]

14. Do stakeholders participate in the implementation of project activities? 1) Yes [ ] 2) No [ ] 3) Not sure [ ]

15. What is the level of stakeholders' participation in M&E of project activities?

1) Very large extent [ ] 2) Large extent [ ] 3) Small extent [ ] 4) No extent at all [ ]

16. The following are some statements on the effects of stakeholder's participation of M&E. It would be ideal if you demonstrate the degree of your concurrence with every statement.

1-Very large extent 2-Large extent 3-Neutral extent 4-Small extent 5-No extent at all

Statement	**1**	**2**	**3**	**4**	**5**
Too much stakeholders' involvement could lead to ineffective M&E.					
Participation of stakeholders reflects the community needs and stimulate people's interest in the implementation of M&E					
The community-based M&E framework reinforce/support the implementation M&E activities					

THANK YOU FOR YOUR COOPERATION AND ASSISTANCE