

EFFECT OF MONITORING AND EVALUATION IN STAKEHOLDER PARTICIPATION ON THE EXTENT OF ACCOUNTABILITY OF UMANDE TRUST PROJECTS

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ABSTRACT

The aim of the study was to evaluate the effect of monitoring and evaluation in stakeholder participation on the extent of accountability of Umande Trust projects. The target population of the study included all the 240 staff in the 20 Bio-center projects in Kibera. A sample was drawn using stratified sampling where the projects were treated as strata. A sample of 148 respondents was drawn from all strata/categories which represent 62% of target population. By use of systematic sampling every 2nd case in the population frame was selected for inclusion in the sample. The study mainly utilized primary data. The data was collected through administration of questionnaires. Questionnaires were standardized to ensure validity and reliability. The filled-in and returned questionnaires were edited for completeness, coded and entries made into Statistical package for social sciences (SPSS version 22). The data-set was then subjected to a verification process to verify if the captured data correlate with the data-capture into SPSS. Both descriptive and inferential statistics were used to analyze the data. Descriptive analysis was conducted on

primary data. Mean and standard deviations were used as measures of central tendencies and dispersion respectively. Further, the research employed a multivariate regression model to study the relationship between primary and secondary stakeholders with accountability of Umande Trust projects. The study found that stakeholders come up with the ideas. There was agreement that Umande monitors Bio-centers management by seeking opinion of women, village elders, youth and disabled, Umande continuously contacts men, women, youth and disabled in identifying construction sites for monitoring purposes, Umande contacts community committee that oversees collections for income generation activities in impact evaluation, Umande continuously contacts government and donors in negotiations for monitoring commitment terms and aid conditions, Umande seeks opinion of government, donors, civil society in construction of Bio-centers for monitoring and Umande seeks opinion of government officials for monitoring every stage of Bio-center project implementation.

Key Words: *stakeholder participation, monitoring and evaluation, accountability*

INTRODUCTION

Monitoring and Evaluation activities has become very critical in ensuring that people get value for the money that they invest in development projects. According to UNDP (2002) reports there has been a growing demand for development effectiveness to improve people's lives, and for effective utilization of M&E systems to ensure accountability for results in organizations. World Bank (2004) reports that one public management lesson drawn from more than 25 years of experience in OECD and developed countries is that building greater accountability within

government will improve its overall functioning, and the same should also hold true for the developing world.

Monitoring and Evaluation encapsulates the systematic processes, mechanisms and tools by which project progress is tracked (Magutu *et al.*, 2013). It has become an indispensable instrument of project management and the life-blood of successful project implementation. Monitoring and Evaluation is thus a continuous function that provides management and other stakeholders with valuable feedback on progress, deviations and their courses, and therefore affords the opportunity for necessary correctional interventions that enhance achievement of set objectives. Monitoring and Evaluation then employs suitable criteria such as benchmarking against suitable standards or previous performance of similar projects (Wayne, 2002).

World Bank (2006) observes that monitoring and evaluation systems is an effective way to provide constant feedback on the extent to which the projects achieved their goals, identify potential problems at an early stage and propose possible solutions, monitor the accessibility of the project in sectors of the target population, monitor the efficiency with which the different component of the project are being implemented and suggest improvements, evaluate the extent to which the projects is able to achieve its general objectives, provide guidelines for the planning of future projects, influence sector assistance strategy, improve project design, incorporate views of stakeholders and show need for mid- course corrections.

Burke (2008) emphasizes that monitoring and evaluation should be done at all levels of the project. IFAD (2002) also sees monitoring and evaluation to be part of design of programmes because it ensures systematic reporting; the process communicates results and shows accountability, it also measures efficiency and effectiveness, ensures effective allocation of resources, promotes continuous learning and improvement and provides information improved decision making. Monitoring and evaluation also provides critical assessments that demonstrate whether or not programmes or projects satisfy target group needs and priorities. To this extent, they help to establish substantive accountability by generating answers to questions on the impact of the programme or project on the target groups and the broader development context, and whether the required mechanisms in place sustain the benefits in a dynamic strategic way (UNDP, 2004). In demonstrating the importance of monitoring and evaluation to accountability OCED (2002) states that accountability is obligatory to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms.

Many mainstream M&E practices tend to be isolated and disconnected from management and decision-making. Many programs and projects are driven by pre-set targets and actions, such that M&E is perceived as an additional burden by program teams and their M&E practice is limited to the fulfillment of the reporting requirements of donor emphasis (Mulama *et al.*, 2012). Kenya

is facing an increasing growth of informal settlements in her urban centers. As rapid urbanization takes its toll, so has the development and growth of slums. More than 34% of Kenya's total population lives in urban areas and of this, more than 71% is confined in informal settlements (UN-Habitat, 2003). This number will continue to increase unless a serious and concerted action by all relevant stakeholders is undertaken. Kenya's annual informal settlements growth rate of 5%, is the highest in the world and it is likely to double in the next 30 years if positive intervention measures are not put in place (UNDP, 2007).

The informal settlements are scattered within Nairobi's nine administrative divisions, residents in these marginalized areas live in very inhumane and disturbing conditions with severe lack of clean water supply, improved sanitation, housing, health services, and lack of solid waste management facilities (Umande Trust, 2007). In addition to this, slums dwellers face inadequate schooling facilities, unemployment, lack of energy, lack of drainage systems, high crime rates, and lack of proper governance including security services. This has resulted to life threatening outcomes which lead to mass poverty, contagious diseases, conflicts, and other social, ecological and economic hazards (Umande, Trust 2007). Kibera is one of the largest slums in Africa with an average population of approximately more than nine hundred thousand people (Umande Trust, 2010). The slum stands on a 2.5 square kilometers and is roughly five kilometers away from the city center. UN-Habitat puts the total population at between 350,000 to one million (UN- Habitat 2003). Kibera's residents represent all the major Kenyan ethnic backgrounds, with some areas being specifically dominated by peoples of one ethno-linguistic group. The slum is divided into 12 official villages, including Kianda, Soweto East, Soweto west, Gatwikira, Kisumu Ndogo, Lindi, Laini Saba, Siranga, Makina, KambiMuru and Mashimoni (GOK, 2002). Families live in corrugated iron sheets of shacks measuring 10sq feet and large families are crammed into the tiny space to survive notes (Karanja, *et al.*, 2002).

Most of Kibera slum residents live in extreme poverty, earning less than \$1.00 per day and unemployment rates are high (GOK, 2003). Most of its residents lack access to basic services, including running water and electricity. Since clean water is scarce diseases caused by related poor hygiene are prevalent and residents lack access to healthcare. The slum is thus characterized with overcrowding, improper human waste disposal, and poor access to basic amenities. With the very high population in mind, it is logical that residents get access to clean drinking water, good toilets, good infrastructure and services, and good drainage, and sewage systems. Because of this high rate of poverty and lack basic amenities within the slum, the international funding agencies (donors) has resorted to help alleviate the situation. Donors are the main funder's of the projects within the slums which lack water and sanitation facilities.

Numerous international development agencies (donors) have established interventions to fight and respond to the challenges brought by lack of water and sanitation in the informal settlements through projects within the country. Projects set aims and objectives about water and sanitation and implement them with the purpose of reducing poverty, and improving livelihood for the poor

who live in the slums (Karanja et al., 2002). Such donor funded project are temporary activity with a starting date and end date, goals and objectives and conditions, clearly defined responsibilities, fixed budget, a good plan and clearly specifying all parties involved and the beneficiaries of such project and can be funded by one or many donors (Bartle, 2007).

Umande Trust, a well-established NGO whose projects are the subject of the study, is working in different parts of Kibera settlements to improve sanitation through erection of biogas toilets which are also sources of energy through production of biogas and methane. The development of the biogas latrines has come in handy and now helps the community because of the low cost charged per visit. The bio- latrine uses the technology of airless digestion to transform human waste into fertilizer and gas suitable for uses like cooking, heating, lighting etc this therefore generates a sizeable amount of energy. Consequently, the community is able to properly dispose human waste and at the same time reduce pollution and environmental degradation. The Umande Trust is donor funded and partners with the government and several Universities both local and abroad for technical knowledge and skills. The organisation has a monitoring and evaluation unit which checks on the operations of the projects, challenges, impact and areas of replication (Umande Trust, 2010).

STATEMENT OF THE PROBLEM

Lack of local knowledge has often been cited among factors attributed for the poor results, and project failures while other failure factors can be traced to poor choice of projects, and ill-advised implementations both of which have their roots in project monitoring and evaluation challenges (Porter & Goldman, 2013). Such projects have often lacked effective monitoring and evaluation framework to establish project management, project resource utilization, and to account for stakeholders perception and implementation problems encountered. Another critical problem that face projects that are not monitored and continuously evaluated is the lack of staff commitment which leads to delays in the implementation of projects and employees who do not want to be accountable to their work (Ramothamo, 2013). Another problem is one of implementation steering, whereupon managers and project coordinators are not getting sufficient and timely feedback to allow them guide projects in the right direction. Insufficient M&E has also encumbered participation by stakeholders in the development process (World Bank, 2002). Unfortunately, M&E has often been shunned and resisted from the misconstrued notion that it is an obligation imposed from above, or from outside the organization, when implementation reports have to go to funding agencies. Project staff therefore resort to mechanical completing of forms while project managers view the task merely as collection of data for writing up donor reports (IFAD, 2009). It is clear that if accountability system within project management is not taken seriously, the benefits of M&E will be foreclosed. This would limit the contribution of residents in informal settlements like Kibera to achievement of Vision 2030. To this end, the study sought to evaluate the role of monitoring and evaluation on the extent of accountability in donor funded projects in Kenya with a focus on Umande Trust.

OBJECTIVE OF THE STUDY

The study sought to evaluate the effect of monitoring and evaluation in stakeholder participation on the extent of accountability of Umande Trust projects.

THEORETICAL FRAMEWORK

This study is grounded on social accountability theory. Conceptualising social accountability begins with an understanding of the concept of accountability, which can be defined as a process within a principal-agent relationship. In this relationship the behaviour and performance of the agent is evaluated against predetermined standards by the principal and misdeeds are sanctioned (Camargo, 2011). Social accountability refers to formal or informal mechanisms through which citizens or civil society organizations engage to bring state officials or service providers to account. In recent years donors and policymakers have come to consider social accountability as one of the more promising approaches to build bottom-up democratic governance processes since it takes place precisely at the interface where the state and citizens interact, whether or not institutional space for this exists.

The direct participation of citizens is in fact what distinguishes social accountability from other conventional mechanisms of accountability (Malena, *et al.*, 2004). Social accountability initiatives are increasingly expected to facilitate positive development outcomes such as more responsive local government, exposing government failure and corruption, empowering marginalized groups, and ensuring that national and local governments respond to the concerns of the poor. In public governance, citizens are intrinsically the ultimate principals with the state acting on their behalf to provide a wide array of public goods and services (Camargo & Jacobs, 2013). Social accountability also contributes to increased development effectiveness. This is achieved through improved public service delivery and more informed policy design. In many countries, especially developing ones, the government fails to deliver key essential services to its citizens due to problems such as: misallocation of resources, leakages or corruption, weak incentives or a lack of articulated demand (William, 2002). Similarly, governments often formulate policies in a discretionary and non-transparent manner that goes against the interests and actual priorities of the poor, these problems are perpetuated because the three key groups of actors in the public policy and service delivery chain-policy makers, service providers and citizens have different (sometimes conflicting) goals and incentives, compounded by information asymmetries and lack of communication (William, 2003).

By enhancing the availability of information, strengthening citizen voice, promoting dialogue and consultation between the three groups of actors and creating incentives for improved performance, social accountability mechanisms can go a long way toward improving the effectiveness of service delivery and making public decision-making more transparent, participatory and pro-poor. Since poor people are most reliant on government services and least

equipped to hold government officials to account, they have the most to gain from social accountability initiatives (Malema *et al.* 2004). Social accountability is defined as an approach toward building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and or civil society organizations that participate directly or indirectly in exacting accountability.

In a public sector context, social accountability refers to a broad range of actions and mechanisms that citizens, communities, independent media and civil society organizations can use to hold public officials and public servants accountable. These include, among others, participatory budgeting, public expenditure tracking, monitoring of public service delivery, investigative journalism, public commissions and citizen advisory boards. These citizen-driven accountability measures complement and reinforce conventional mechanisms of accountability such as political checks and balances, accounting and auditing systems, administrative rules and legal procedures (Malena, *et al.*, 2004).

Evidence suggests that social accountability mechanisms can contribute to improved governance, increased development effectiveness through better service delivery, and empowerment. While the range of social accountability mechanisms is wide and diverse, key common building blocks include obtaining, analyzing and disseminating information, mobilizing public support, and advocating and negotiating change. Critical factors of success include: access to and effective use of information, civil society and state capacities and synergy between the two. Ultimately, the effectiveness and sustainability of social accountability mechanisms is improved when they are “institutionalized” and when the state’s own “internal” mechanisms of accountability are rendered more transparent and open to civic engagement. Social accountability mechanisms to be effective on the long run need to be institutionalized and linked to existing governance structures and service delivery systems (Malena, *et al.*, 2004).

CONCEPTUAL FRAMEWORK

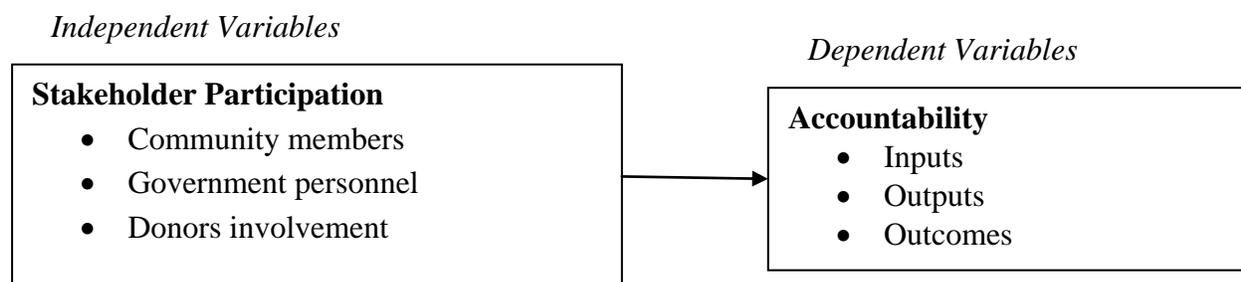


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This study adopted a survey research design. Surveys are suitable in gathering data whose intention is to describe the nature of the existing condition. The target population of the study included all the 240 staff in the 20 Bio-center projects in Kibera. Respondents that sampled from each of the projects gave insights into various issues under investigation. Stratified sampling was applied where the projects were treated as strata from which a sample was drawn using:

$$\text{Formula for determining sample size } S = \frac{X^2NP(1-P)-d^2(N-1)}{X^2P(1-P)}$$

A sample of 148 respondents were drawn from all strata/categories which represent 62% (149/240*100) of target population. By use of systematic sampling every K^{th} case in the population frame is selected for inclusion in the sample (Mugenda & Mugenda, 2003). The procedure is to list all the employees in each of the bio-center 20 bio-centers, then divide the total population by the sample size to get the interval for picking the k^{th} number, i.e. $240/149=2$. The starting point for picking the k^{th} number was a number that was randomly selected from 2 and the remaining units of the sample were selected at fixed intervals of 2. The study mainly utilized primary data. The data was collected through administration of questionnaires. A questionnaire was designed to capture the various variables of the study. Open ended and closed ended questions as well as structured and unstructured were used in the questionnaire. Before actual data collection, a pilot study was conducted. A pilot group of 10 individuals from one of the Bio Centers from the target population was selected to test the validity and reliability of the research instrument. In this study, questionnaires were standardized to ensure validity and reliability. The constructed questionnaires were pretested on a 10 percent sample of the population to find any form of bias. This involved checking whether the questions are clear and revoking any positive or negative response. It also helped to find out whether the questions are measuring what is expected. After data collection, the filled-in and returned questionnaires were edited for completeness, coded and entries made into Statistical package for social sciences (SPSS version 22). The data-set was then subjected to a verification process to verify if the captured data correlate with the data-capture into SPSS. Both descriptive and inferential statistics were used to analyze the data. Descriptive analysis was conducted on primary data. Mean and standard deviations were used as measures of central tendencies and dispersion respectively. Content analysis was used to analyze the open ended questions.

RESEARCH RESULTS

According to the majority (55.5% and 36.3%) Umande continuously contacts men, women, youth and disabled in identifying construction sites for monitoring purposes as shown by a mean score of 4.10. This is an indication that the stakeholders are also involved in identifying construction sites for monitoring purposes. From the study, majority of the respondents agreed that Umande monitors Bio-centers management by seeking opinion of women, village elders,

youth and disabled as shown by a mean score of 4.5 meaning that Umande monitors Bio-centers management by seeking opinion of various stakeholders as regards to decision making.

According to majority of the responses (comprising 54.8% and 32.2%) Umande contacts community committee that oversees collections for income generation activities in impact evaluation as shown by a mean score of 4.4. As such, the stakeholders involved in collections for income generation activities in impact evaluation are the community committees as contracted by Umande Trust. The results agree with UNDP (2002) Observation that stakeholders are the people who will benefit from the development activity or whose interests may be affected by that activity. The efficient and informed utilization of project M&E tools greatly affects project outcomes and therefore it is important to analyse their utilization in various projects.

Table 1: M&E in Stakeholder Participation on Accountability of Umande Trust

Statements on influence of M&E in Stakeholder participation on the extent of Accountability of Umande Trust projects	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Mean	Std. Dev.
Umande continuously contacts men, women, youth and disabled in identifying construction sites for monitoring purposes.	0	3.4	5.5	33.6	57.5	4.5	.75276
Umande monitors Bio-centers management by seeking opinion of women, village elders, youth and disabled.	0	1.4	6.8	36.3	55.5	4.5	.68609
Umande contacts community committee that oversees collections for income generation activities in impact evaluation.	0	4.1	8.9	32.2	54.8	4.4	.81487
Umande continuously contacts government and donors in negotiations for monitoring commitment terms and aid conditions.	1.4	2.1	11	41.1	44.5	4.3	.83717
Umande seeks opinion of government, donors, civil society in construction of Bio-centers for monitoring.	0	4.8	8.2	58.9	28.1	4.1	.74027
Umande seeks opinion of government officials for monitoring every stage of Bio-center project implementation.	0	2.7	17.8	53.4	26	4.0	.74227

According to results 58.9% of the respondents (agreed) and 28.1% of them (strongly agreed) that Umande seeks opinion of government, donors, civil society in construction of Bio-centers for monitoring as shown by a mean score of 4.1. Further, 44.5% and 41.1% confirmed that Umande continuously contacts government and donors in negotiations for monitoring commitment terms and aid conditions.

These generated a mean score of 4.3 corresponding to a measure of 4 in the scale as provided to mean agreement, and Umande seeks opinion of government officials for monitoring every stage of Bio-center project implementation as shown by 53.4% and 26% resulting to a mean score of 4.0. These findings agree with Valadez & Bamberger (2004) observation that when done in a participatory manner, monitoring can be a valuable process for building trust across diverse stakeholder groups, incorporating local knowledge and preferences, improving program outcomes, triangulating findings, and institutionalizing local engagement.

These findings concur with the findings by Gray (2001) who established that stakeholders have become increasingly necessary as large and more complex projects are planned and implemented. Accordingly, by proactively and systematically working towards improving the levels of participation in the various stages of a project, the outcomes are more likely to suit local circumstances, ensure community ownership, and increase the sustainability of a project, enhance societal harmony, and increase social learning.

According to Boon, et al. (2013) development projects are designed and implemented by and for people, actors hold various interests in various aspects of the project, the actors otherwise known as the project stakeholders can either contribute to the success or failure of one or all components of the project. Inadequate stakeholder involvement is one of the most common reasons programmes and projects fail. Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. At higher level the developer can collaborate with stakeholders in each aspect of decision making including the development of alternatives and the identification of the preferred solution.

According to UNDP (2002) stakeholders are the people who will benefit from the development activity or whose interests may be affected by that activity. The efficient and informed utilization of project M&E tools greatly affects project outcomes and therefore it is important to analyse their utilization in various projects. This in turn informs both project managers and stakeholders on areas of improvement for the achievement of better outcomes and completion. Continued stakeholder participation in monitoring and evaluation cannot be assume, it must be institutionalized and specific measures have to be built into programme and project management processes to ensure continued and effective involvement of stakeholders emphasizes (UNDP, 2002).

REGRESSION ANALYSIS

The adjusted R^2 was used to establish the predictive power of the study model and it was found to be 0.691 implying that 69.1% of the variations in effect of monitoring and evaluation in stakeholder participation on the extent of accountability of Umande Trust projects are explained by community members, government personnel and donors involvement leaving 30.9% percent

unexplained. Test of significance was carried out for all variables studied using t-test at the 95% level of significance.

Table 1: Multiple Regression Analysis

Variable	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	R ²	Adjusted R ²	Std. Error
	B	Std. Error	Beta						
Constant	2.837	0.112			0.000	0.0000			
Community members	0.598	0.396	0.4070		1.028	0.0144			
Government personnel	0.553	0.146	0.1331		0.912	0.0243	0.863	0.691	0.752
Donors involvement	0.637	0.075	0.0849		1.133	0.0136			

From the observation illustrated in table 2, any p-value that is less than 0.05 is deemed to have a significant relationship with the dependent variable else the relationship is considered insignificant. The standardized coefficient and the t-statistic indicate the strength of the relationship between the dependent and the independent variables. The adjusted R-square measures the degree of variability of the independent variable due to the change in the independent variable. The regression equation established was:

$$Y = 2.837 + 0.598X_1 + 0.553X_2 + 0.637X_3$$

DISCUSSION

The study found that there was agreement that Umande monitors Bio-centers management by seeking opinion of women, village elders , youth and disabled, Umande continuously contacts men, women, youth and disabled in identifying construction sites for monitoring purposes, Umande contacts community committee that oversees collections for income generation activities in impact evaluation, Umande continuously contacts government and donors in negotiations for monitoring commitment terms and aid conditions, Umande seeks opinion of government, donors, civil society in construction of Bio-centers for monitoring and Umande seeks opinion of government officials for monitoring every stage of Bio-center project implementation.

The study established that composition of stakeholders is crucial, because it affects the monitoring and evaluation and consequently accountability of the donor funded projects. The study further found that participation of stakeholders in project M&E cannot be underscored.

When done in a participatory manner, monitoring influences accountability in donor funded projects, which can be a valuable process for building trust across diverse stakeholder groups. A conclusion can further be drawn that Accountability is demonstrating to donors, taxpayers, beneficiaries and implementing partners that expenditure, actions and results are as agreed or can reasonably be expected in the emphasis (NEPAD, 2006).

CONCLUSIONS

The study further found that participation of stakeholders in project M&E cannot be underscored. This implies that the stakeholders' participation is critical in the implementation of the Umande Trust projects in Kibera. When done in a participatory manner, monitoring influences accountability in donor funded projects, which can be a valuable process for building trust across diverse stakeholder groups. The study established that the various stakeholders play major roles in M&E donor projects in the area. The main benefits of stakeholder involvement in decision making promotes project success, the community ensures the success of a project through collective efforts to increase and exercise control over project, improves maintenance and community are able to mobilise resources for sustainability.

RECOMMENDATIONS

Involving stakeholders (primary and secondary) to participate in all aspects of the project from initiation to implementation and completion is critical for ensuring accountability in donor funded projects. Therefore M&E plans should be developed with all stakeholders so as to enhance ownership. Planning of donor funded project should be done in a holistic manner from a bottom up approach; everyone should be brought on board. Set time frames for M&E for each project either monthly, quarterly etc to monitor the projects for easy review and evaluation.

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