

MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF DEVOLVED GOVERNMENT FUNDED MATERNAL HEALTH CARE PROJECTS IN KENYA: A CASE OF LIKONI SUB COUNTY, MOMBASA COUNTY

Githui Jane Wandia¹, Dr. John Bosco Kisimbii (Ph.D)²

^{1,2}(Faculty of Business & Management Science/ University of Nairobi, Kenya)

Corresponding author: Githui Jane Wandia

ABSTRACT : The purpose of the study was to determine the Monitoring and Evaluation practices and Performance of Devolved Maternal Health Care Projects in Kenya. The study sought to determine the extent to which M&E human resource capacity development, mobilization of M&E funding, organizational cultural practices and involvement of stakeholders in monitoring and evaluation influences the performance of devolved maternal health funded projects in Likoni Sub County, Mombasa County. The study adopted descriptive research design. The target population was 8,725 drawn from various County Department units, County Health workers and the projects beneficiaries. The study employed a sample size of 544 derived from the Yamane (1967) formulae. Stratified sampling was applied while choosing the sample size. The researcher employed questionnaire guide to collect the data which was analyzed quantitatively using both descriptive and inferential statistics. The data collected was analyzed using Statistical Package for Social Science (SPSS) statistical tool. The study concluded that all the factors were considered critical in the enhancement of project performance for the maternal health care. The study recommends that there should be institutionalization of M&E, prioritization of M&E funding and ring fencing of the funds in all the projects that are being undertaken.

KEYWORDS: *Maternal health care projects, Stakeholder involvement, Monitoring & Evaluation, Devolved government, Organizational culture*

I. INTRODUCTION

1.1 Background

Monitoring and evaluation is described as the process of tracking the project progress to establish whether they are in line with the predetermined objectives and goals. In order to achieve the project goals, organization ought to adopt M&E practices. It is viewed that M&E plays critical role in the project execution hence regarded as the heart of project management, thus adoption of M&E contribute significantly on successful attainment of project goals (Kissi, George & Emmanuel, 2019). According to Njeri (2018) assert that the application of M&E has been widely used in most programs that have contributed to the success of the interventions as well improving the project performance.

The critical function that Monitoring & Evaluation plays in the promotion of accountability and enhancing good governance in development planning led to the development of the National Integrated Monitoring and Evaluation Systems (NIMES) in Kenya in the year 2004. The NIMES is being used to implement the Kenya's blue print which is the Vision 2030 through consecutive five- year Medium Term Plans (MTPs). The introduction of the system has made M&E to be an integral part of the policy formulation and projects/programmes implementation process, which has however been emphasizing on tracking the performance of activities in the National level with that of the County/ Sub national projects/ programmes interventions lacking.

The establishment of the County Government by the Constitution of Kenya in article 176 necessitated the development of the County Integrated Monitoring and Evaluation Systems (CIMES) which ensures that county development results and performance are tracked and whether they are being implemented according to the County Integrated Development Plan (CIDP) which entails the County's five year development agenda and whether the resources at the devolved level are being utilized in a prudent and efficient manner (GoK, 2018).

It is observed that the practice of M&E in maternal health care projects significantly improves the performance of the projects. Most of the projects failed as a result of absence of M&E systems in place. A Study done by Anunda (2016) revealed that adequate funding, effective planning, organizational leadership, and stakeholder involvement influences the performance of health projects. Njeri (2018) pointed low and timeliness of funding as key factor that undermine the implementation and performance of health projects and further stated that government regulatory control and project planning were significant in determining the performance of the projects. Masaba, Moturi and Taiswa (2020) noted inadequate resources/ funds from the National Government to the devolved structures couple with understaffing of the health facilities has been a major challenge that has been hampering the implementation of projects in the health sector in Kenya.

1.2 Problem Statement

It is evident that the impact of devolution through the dispensation of the new 2010 constitution has made significant developmental contribution across all regions in Kenya. The devolved units have experienced tremendous change in the infrastructural development. One of the key sectors that has been prioritized even in the Country's "Big Four Agenda" through Universal Health Coverage and is seen to enjoy the fruits of devolution is the health sector. In the last decade, access to quality health care was perceived to be a critical issue owing to the existence of limited number of health facilities that hampered accessibility of health services.

In Mombasa County, with the population increase and poor access to health services, which is viewed to be a great challenge, the County government has been on the forefront to tackle this problem through launching of health care projects. The government has prioritized health care and thus mobilized funds through donors and set aside its budgetary allocation for health care projects with the aim of improving service delivery the ultimate goal geared towards reducing the mortality and mobility rate.

Despite the tireless and immense efforts made by the Mombasa County government in launching Maternal Health Care projects through channeling of massive resources little has been achieved in terms of project performance thus leading to cost and time overruns. It has been noted that despite the National Government's effort in commissioning Maternal Health Programs across the country, the project performance remains a critical issue (Nderitu, 2021). Projects performance is viewed to be a critical issue that affect the project success. The performance looks at the optimal use of resources, adherence to the set timeframe, cost and agreed scope. Poor project performance of maternal healthcare project caused by poor adoption of Monitoring & Evaluation practices. The M&E practices have been undermined by lack of human resource capacity development, limited mobilization of M&E unit funding, and the practiced Organizational cultural practices and Stakeholder involvement in M&E. Hence, this study sought to determine the Monitoring and Evaluation practices and performance of devolved government maternal health care projects in Kenya with particular focus in Likoni Sub-County, Mombasa County.

1.3 Purpose of the Study

The purpose of the study was to determine the influence of Monitoring and Evaluation practices on performance of devolved maternal health care projects in Kenya: A Case of Likoni Sub-County, Mombasa County.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Literature Review

2.1.1 Performance of Maternal Health Projects

Project performance is measured against the fundamental parameters of time, cost, scope and quality. A project is said to have attained its performance when it is within its budget, timeline and scope. According to Kala (2020) assert that performance of the project examines on the completion of project on schedule and within budget with the aim of satisfying the clients. In the Maternal Health project, M&E practice facilitates in the tracking of project progress, identification of gaps, checking on the usage of resources, promote transparency and accountability and facilitate in decision making. Mpawe (2020) noted that the M&E is a critical component in health programs that establishes the realization of project objectives and allocation of resources.

2.1.2 Human Resource Capacity Development

Human resource unit is among the critical units in the organizations that contribute to the employee performance. The project performance can be improved when there is robust human resource. Maternal health projects are not being implemented accordingly as per the plan owing to insufficient workforce and unqualified personnel. Mbekenga (2021) findings stated that low investment of employees training and capacity

development programs for health workers as key contributor to low performance. The success of the project is largely dependent on the workers skills and ability to deliver.

2.1.3 Monitoring & Evaluation Funding Mobilization

One of the major challenges that hamper the success of maternal health care projects is inadequate funding. Maalim (2018) findings revealed that funding is a critical component that influences the project performance. It is observed that a number of county projects have stalled as result of limited financial resources. In order to have a robust and effective M&E unit that is operationalized there is need to set adequate budget for conducting M&E. Dagne (2020) noted that M&E capital is a key requirement that support, data system maintenance support, training projects, transportation and other related activities.

2.1.4 Organizational Cultural Practices

Culture has influence on the performance of the organizations and thus the successful adoption of M&E is largely dependent on the practiced culture. Okuto (2020) observed that an organization's culture effect on the performance systems was universal and is important in considering the implementation of M&E systems. Yadolla (2017) results shows that there is significant association between organizational culture and performance of employees in health care projects.

2.1.5 Stakeholder Involvement

The success of the project is largely attributed to the stakeholder's input. Stakeholders play significant role in the project performance. Involvement of stakeholders at the initiation stage to the completion stage contributes immensely to the attainment of project objectives. Stakeholders contribute to the project when the roles are clearly defined and their inputs taken into considerations. Sifunzo (2019) findings participatory approaches in all project stages enhances the sustainability of maternal health projects.

2.2 Hypothesis Development

The analytical framework that underpins this study is based on the proposition that the M&E practices factored in the study – human resource capacity development, M&E funding mobilization, organizational cultural practices and stakeholder involvement –influence performance of devolved government funded maternal health care projects.

Proposition 1: Human resource capacity development has significant influence on performance of devolved government funded Maternal Health Care projects.

In support of proposition 1, Kiboi (2018) asserts that the development of M&E human capacity through acquisition of right manpower is very significant. Achire (2021) noted that and training of monitoring and evaluation personnel in equipping them with the right skills should be properly formulated and adhered to improve the project performance. Mbekenga (2021) findings stated that low investment of employees training and capacity development programs for health workers as key contributor to low performance. Ooko (2018) asserts that Capacity building through training programs on M&E increases performance of health project.

Proposition 2: Monitoring & Evaluation funds mobilization has significant influence on performance of devolved government funded Maternal Health Care projects.

In support of proposition 2, Maalim (2018) findings revealed that funding is a critical component that influences the project performance. Ngigi (2020) results show that good M&E activities, budget, design, planning and capacity building affects the project performance and implementation. According to Kaula (2020) identified capacity building, inadequate budgetary allocation and planning as key influencers in project performance in county governments. According to Nzayisenga (2022) noted that organization M&E activities fund, M&E budgetary decisions, timely release of M&E funds contributes to project performance. Further, Karwitha (2019) noted that availability of sufficient funds influence performance of maternal health care projects in Kenya.

Proposition 3: Organizational cultural practices has significant influence on performance of devolved government funded Maternal Health Care projects.

To support proposition 3, Okuto (2020) observed that an organization's culture effect on the performance systems was universal and is important in considering the implementation of M&E systems. Akinyi (2020) posited that organizational culture, budgetary allocation, organization structures and staff competence are key drivers of M&E that contribute to the successful performance of Health projects. Yadollah, Naser, Ali-Reza,

Gholamreza, Mohammad, Nasim, and Masoumeh(2017)results shows that there is significant association between organizational culture and performance of employees in health care projects.

Proposition 4: Stakeholder involvement has significant influence on performance of devolved government funded Maternal Health Care projects.

In support of proposition 4, Khaoya (2018) findings revealed that there is positive relationship between stakeholder interest and the project performance.Micah (2017) findings indicate that there is strong association between stakeholder involvement, human resource capacity, information systems, Monitoring and Evaluation plan and project performance of maternal health projects. Kiplagat (2021) noted that stakeholder participation and budgetary allocation influence project performance of NGO health projects.Sifunzo (2019) findings participatory approaches in all project stages enhances the sustainability of maternal health projects. Gatimu(2021); the findings showed that stakeholders' engagement in M&E and capacity building for M&E influenced the performance of County maternal health programmes in Kenya. Therefore, the following alternative hypothesis is developed;

III. METHODOLOGY

This study applied descriptive survey design. Descriptive survey design helps to answer how, what and when about a particular phenomenon.

The study employed a target population of 8,725 drawn from the work force according to the Human Resource Department from; Human Resource unit, Finance and Economic Planning unit, Project management unit, County health workers and the project beneficiaries. Based on KNBS (2021) the population of women who accessed maternal health services in Likoni Sub County was 8,492. This study focused on the maternal health care projects currently underway.

The research adopted stratified random sampling and simple random sampling techniques.The derivation of the sample size was done using Yamane formulae (1967). A sample of 544 respondents was used.Questionnaires were used to collect data. The Instruments was administered to the study participants via online platform and face to face.In this study the collected data was analyzed quantitatively with the use of SPSS tool. The data analysis technique adopted was multiple regression.

IV. RESULTS AND DISCUSSION

4.1

4.2Correlation Analysis Results

Table 4.1: Correlation Results

	Project performance	M&E Human resource capacity development	Mobilization of M&E Funding	Organizational culture	Stakeholder involvement
Project performance	1				
M&E Human resource capacity development	0.748*	1			
Mobilization of M&E Funding	0.698*	0.751*	1		
Organizational culture	0.742*	0.767*	0.820*	1	
Stakeholder involvement	0.726*	0.792*	0.792*	0.812*	1

*Correlation is significant at the 0.05 level (2-tailed).

Table 4.1 indicates that performance of devolved maternal health care projects was significantly positively correlated with M&E human resource capacity development ($r=0.748$, $p<0.05$) implying that a change in M&E human resource capacity development leads to changes in project performance. Also, project performance was found to be significantly associated with mobilization of M&E funding ($r=0.698$, $p<0.05$) implying that a change in M&E funding through resource mobilization leads to changes in project performance.

Similarly, on organizational cultural Practices ($r=0.742$, $p<0.05$), there was a positive correlation implying that a positive change in organizational cultural practices, leads to a positive change in the dependent variable. A correlation analysis between project performance and stakeholder involvement results in a strong positive linear relationship with parameters ($r=0.726$, $p<0.05$), implying that a change in stakeholder involvement leads to changes in project performance.

4.2 Multiple Regression Analysis Results

Table 4.2: Regression Coefficients

<i>Model 1</i>	B	Std. Error	Beta	t	Sig.
Constant	1.319	0.125		10.585	0.000
M&E human resources capacity	0.290	0.043	0.337	6.799	0.000
M&E funding	0.068	0.045	0.081	1.522	0.129
Organizational culture	0.248	0.049	0.287	5.108	0.000
Stakeholder involvement	0.130	0.044	0.162	2.929	0.004

a. Dependent Variable: Performance of devolved maternal health care projects

Considering regression coefficients in Table 4.11, the regression equation can be presented as follows.

$$Y = 1.319 + 0.290X_1 + 0.068X_2 + 0.248X_3 + 0.130X_4 \quad (1)$$

The regression equation indicates that considering all variables at zero, the performance of devolved maternal health funded projects will be equivalent to 1.319 units. Also, when all other variables are held constant at zero, a unit increase in M&E human resources capacity leads to a 0.29 increase in performance of devolved maternal health funded projects.

Similarly, all other variables held constant at zero, a unit increase in M&E funding yields a 0.068 increase in performance of devolved maternal health funded projects. Further, when all variables are held constant at zero a unit increase in organizational culture leads to a 0.248 increase in performance of devolved maternal health funded projects.

Lastly, a unit increase in stakeholder involvement while holding other variables constant at zero yields a corresponding increase of performance of devolved maternal health funded projects by a factor of 0.13.

V. CONCLUSION

The paper concludes that human resource capacity, Monitoring and Evaluation funding, Organizational culture and stakeholder Involvement have great influence on the performance of devolved maternal health care projects. As per the analysis it was noted that there is significant relationship between monitoring and evaluation and performance of devolved maternal health care projects. This infers that robust investment on the monitoring and evaluation units enhances the project performance of devolved maternal health care projects.

Adoption of organizational culture is seen to be a vital component in shaping the organization thus determines the project performance. Further, the success of the project lies upon stakeholder participation. The study concluded that project performance can be enhanced when the input of the stakeholders is incorporated before and during project implementation.

The study recommends a need to undertake similar studies exploring the performance of other development projects in the health sector apart from the maternal health care projects such as nutritional and reproductive health projects.

REFERENCES

- [1] Achire, O. J. (2021). The influence of human capacity for M&E on the performance of M&E systems of ngos in Juba, South Sudan. *International Journal of Technology and Management*, 6(1) pp. 1-10.
- [2] Anunda, J. S. (2016). *Factors influencing the performance of projects implemented by NGOS in the health sector: A case of HIV/AIDS projects in Nairobi County, Kenya*. Dissertation, University of Nairobi, Kenya.
- [3] Masaba, B. B., Moturi, J. K., Taiswa, J., & Mmusi-Phetoe, R. M. (2020), Devolution of healthcare system in Kenya: progress and challenges. *Public Health*. 2020 Dec;189:135-140. doi: 10.1016/j.puhe.2020.10.001. Epub 2020 Nov 20. PMID: 33227596.
- [4] Deogratias, I. (2019). *Monitoring and evaluation practices and challenges of hiv/aids projects in Tanzania: A case of Wamata*. Dissertation, Open University of Tanzania, Tanzania
- [5] Kiboi, J. K. (2018). Determinants of Effective Monitoring and Evaluation in Health Service Delivery: A Case of Nairobi City County. *International Journal of Management and Commerce Innovations*, 6(1), pp: 231-245.
- [6] Government of Kenya (2018). *Guidelines for the Development of County Integrated Monitoring and Evaluation System*
- [7] Gatimu, J. C. G. (2021). Moderating Influence of Contextual Determinants on Relationship between Monitoring and Evaluation Practices and Performance of County Maternal Health Programmes in Kenya . *Public Administration Research*; 10(2); 2021 ISSN 1927-517x E-ISSN 1927-5188
- [8] Kaula, P. M. (2020). *Influence of monitoring and evaluation practices on the performance of county government projects: a case of market shelter construction projects in Kitui East Subcounty*. Dissertation, Africa Nazarene University, Kenya.
- [9] Kenya National Bureau of Statistics (2022). *Kenya Health Indicator Survey 2021*. KNBS, Kenya
- [10] Khaoya, J. (2018). Effect of stakeholders management on health project performance for National Hospital Insurance Fund Kenya. *International Journal of Business Management & Finance* 1(48), pp. 821-838.
- [11] Kiplangat, V. (2021). *Monitoring and evaluation systems and performance of non-governmental based maternal health projects in Nairobi County, Kenya*. Dissertation, Africa Nazarene University, Kenya.
- [12] Kisii, E, George, E & Emmanuel, T (2019). Impact of Project Monitoring and Evaluation Practices on Construction Project Criteria in Ghana: *Built Environment Project and Asset Management*, 9(3), 2019.
- [13] Maalim, M. A. (2017). *Influence of monitoring and evaluation practices on project performance in counties: The case of Mombasa County, Kenya*. Dissertation, University of Nairobi, Kenya.
- [14] Micah, N. J. (2017). Monitoring and Evaluation Systems and Performance of Non-Governmental Based Maternal Health Projects in Bungoma South Sub-County, Kenya. *European Scientific Journal*, 13(23) ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431 .
- [15] Ngigi, R. M. (2020). *Effects of monitoring and evaluation practices on project implementation in acted Kenya*. Dissertation, Africa Nazarene University, Kenya.
- [16] Njeri, N. H. (2018). *Project management practices and implementation of health projects in public hospitals in Nyeri County, Kenya*. Dissertation, Kenyatta University, Kenya.
- [17] Ooko, O. S. (2018). *Influence of monitoring and evaluation systems on provision of health care services in public health institutions in Migori County Kenya*. Dissertation, University of Nairobi, Kenya.
- [18] Yadollah, H., Naser, F., Ali-Reza, S., Gholamreza, H., Mohammad, A., Nasim, N., & Masoumeh, J. (2017). Relationship between Occupational Stress and the Performance of Health Care Units in Hamadan Health Center, Iran. *Journal of Occupational Hygiene Engineering*. 4.Pp. 26-32. 10.21859/johe.4.3.26.