FACTORS INFLUENCING THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS: A CASE STUDY OF USAID HIV CLINICAL SERVICES TECHNICAL ASSISTANCE PROJECT BY INTRAHEALTH NAMIBIA

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HILMA MWESHININGA ANDREAS

221030328

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MAIN SUPERVISOR: PROF HONORE KABWEBWE MITONGA (UNAM)

Abstract

Background: Worldwide, Monitoring and Evaluation (M&E) systems have proven to be fundamental to successful project management. Many researchers cited them as a critical component in meeting organizational objectives. **Aim:**The study aimed to establish the factors that influenced the effectiveness of monitoring and evaluation systems for projects using the USAID Clinical Technical services Assistance project (UTAP) as a case study. To gain an in-depth understanding of the topic this study applied the convergent parallel mixed method design. **Methods:**During this process, the researcher concurrently conducted the qualitative and quantitative data collection and analysis, although the two sections were analyzed independently.**Results:**The findings revealed a high percentage of the respondents, 23.0% (17) agreed that training determines the effectiveness of M&E systems of UTAP project, 21.6% (16) agreed that availability of staff influences the effectiveness of M&E systems, 18.9% (14) strongly agreed that utilization of tools and techniques influence the effectiveness of M&E systems and 14.9% (11) strongly agreed that competency of M&E staffs influences the effectiveness of M&E systems. Objective two sought to analyze the factors associated with the effectiveness of UTAP's monitoring and evaluation system with the statement that training in M&E was important in enhancing the effectiveness of M&E with a mean score of 4.20. The respondents also answered that well-trained staff members better understand the program and tools and implement the accurate data collected. With a correlation coefficient of 0.710, the third objective's findings demonstrate a strong positive relationship between the technical capacity of the M&E team and data quality. This relationship was intended to examine the impact of project budget allocation for M&E, technical capacity, and data quality on the effectivness of UTAP's monitoring and evaluation system. This suggests that the effectiveness of data quality for the UTAP project will rise if organizations leverage the technical capacity of their M&E teams. Additionally, a positive correlation (r = 0.806) has been found between budget allocation and the technical capability efficacy of the M&E team.**Conclusion:** This suggests that the process of monitoring and evaluating projects will grow if funding are easily and sufficiently available. The study's findings demonstrated a relationship between M&E effectiveness and budget allocation, technical capability, and data quality.

Keywords: M&E effectiveness, budget allocation, data quality, technical capacity

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List of Abbreviations and/or Acronyms

Acronyms	Definition
AIDS	Acquired Immunodeficiency Syndrome
ART	antiretroviral therapy
CDC	Centres for Disease Control and Prevention
DQA	Data Quality Assessment
EPMS	Electronic Patient Management System
GF	Global Fund
HIV	Human Immunodeficiency Virus
HREC	Human Research Ethics Committee
IHI	IntraHealth International
M&E	Monitoring and Evaluation
MHSS	Ministry of Health and Social Services
NASA	Namibia National AIDS Spending Assessment
NHA	Namibia Health Accounts
NGO	Non-Governmental Organization
NSF	National strategic Framework
PEFRAR	U.S. President's Emergency Plan for AIDS Relief
PGA	Priority Geographical Area
PMTCT	Prevention of Mother to Child Transmission of HIV
RBM	Result – Based Management
SPSS	Statistical Package for the Social Sciences
TB	Tuberculosis
THE	Namibia Total Health Expenditure
ToC	Theory of Change
UNAIDS	United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UTAP	USAID HIV Clinical Services Technical Assistance Project
WEF	Women Enterprise Fund
WHO	World Health Organization

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Dedication

This research is dedicated to my late father Mr. Fillemon Tuukondjele Andreas, and my pillar of strength, Maria Tuyeikelao Mwashindange, for instilling excellent values from a young age and my Sister Sophia Ndamana Andreas for being my drive and motivation through all seasons of life. Also, it stands as evidence of the promise I made to attain my masters to make my parents proud and be exemplary to my younger siblings.

May his soul continue resting in peace.

Declarations

I, Hilma M Andreas, hereby declare that the above stated study on Factors influencing the effectiveness of Monitoring and evaluation systems: A case study of USAID HIV Clinical Services Technical Assistance Project (UTAP) implemented by IntraHealth in Eight Health Districts, Namibia during the period (2014-2018) is my own work and is a true reflection of my research, and that this work or any part thereof has not been submitted for a degree at any other institution.

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STUDENT SIGNATURE

April 2024

DATE

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CHAPTER ONE: INTRODUCTION AND BACKGROUND

1. Orientation of the study

This chapter offers an overview of the research study, the research problem, purpose and objectives, significance of the study, limitation, and delimitations.

1.1 Introduction to monitoring and evaluation

Worldwide, Monitoring and Evaluation (M&E) systems have proven to be critical to successful project management. Many researchers cited them as a key component in meeting organizational objectives set for a particular project. M&E is regarded as the backbone for any project implementation, [1] states that M&E systems enable tracking of project activities, progress towards intended outcomes, drive evidence-based decision making, effective use of project resources and evaluate the impact of the project's intended outcomes, and finally track indicator performance against targets. The World Bank suggests M & E systems as a way of improving efficiency and effectiveness in projects as it pointed to them having the unique ability to provide stakeholders and management with progressive development and a measure for achievement of the set objectives [2]. A USA based institution Project Management Institute (PMI) [3] articulated M&E as critical project components ensuring successful completion of the project. Furthermore, Canadians related to m&e systems as components which fall under Results-based Management (RBM) and enableenhancing transparency, 'accountability and the provision of means upon which valuable information is compiled for necessary adjustments in the project management process[4].

There is no doubt that M&E systems have a positive effect on the success of project deliverables and organizations across the globe; research evidence on results by most scholars attest to that. Much of the research over the past years has emphasised the correlation that exists between the effective implementation of M& E systems, and the results produced positive contributions that such systems play. Cavaleri et al. [44] link effective Monitoring and Evaluation systems to project and organization effectiveness

through increased problem-solving effectiveness. He [44] stated that such systems identify project problem-solving patterns for project teams to the critical functions needed in achieving optimal levels of effectiveness.

Monitoring was regarded as the continuous check of quality progress on the performance of inputs, outputs, and activities through the generation of reports [1]. The evaluation focused on assessing whether intended outcomes during mid-term and after completion of project implementation enabled evidence-based decision-making and strategy changes to improve project performances [1]. Onyango et al. [2] stated that M&E enables all project staff to monitor the succession of a project plan to reach intended objectives, inputs, and activities within the correct timelines. Furthermore, M&E gives information on the project to abate over-expenditure [2]. Consequently, an effective M&E system was considered imperative for any successful project implementation. Hence, the importance of M&E systems in project success cannot be underestimated.

However, in the African context, from a Kenyan perspective, [1], Shapiro reviewed most projects financed by the African Development Bank and identified that although M&E systems have had positive effects on the successful completion of projects worldwide, results reviewed indicated they had not been meeting their obligatory requirements as decision-making tools. Concurrently, the M&E system of the Tafilalet and Dades Rural Development project in Morocco [46] reviewed the subjectivity of M&E systems to environmental setting and skill-level implementation and recommended that the harmonization of the M&E body of knowledge be done to ensure an industry-standard in the use tools and techniques. The system only focused on financial operations and was not flexible enough to be used for impact assessments.

In Ghana, the implementation of the national M&E system had significant progress until challenges included uncoordinated information and financial and technical capacity constraints. However, Clear's [44] argument incited that the system in place then was not immune or independent of any other supporting factors within the set environment, hence the recommendation to strengthen the M&E mechanisms by reinforcing them with adequate capacity for support and sustenance to achieve effective monitoring and evaluation.

In Uganda, the intent to gain an understanding of M&E systems led to research on establishing factors influencing their performance in NGO educational programs, pointing out budgetary allocation, stakeholder involvement, training, and strength as other factors affecting and influencing the functionality of M&E systems [47]. Consequently, Morra et al. [47] reported several problems of coordination and harmonization difficulties problems in a ministerial sector review for implementing the support M&E systems in place for the government's Poverty Reduction Action Plan (PEAP). It is vital to note that different factors determine the effective implementation of a project and the efficiency of its performance indicators as included in its monitoring and evaluation framework.

In Namibia, most research on M&E systems was limited to the effects of M&E systems on the attainment of project deliverables and project success. Literature on factors affecting the effectiveness of M&E systems is zero to none, filling up the research gap the researcher aimed to add to existing literature within the country.

1.2 Background of the study

United Nations Development Programme [3] stated that without effective M&E systems, it would be difficult to have any concrete grounds on whether a project is progressing as intended or diverging from actual project goals and to allow for future adjustments if need be. Amos [3] defined a “project” as an arrangement of coordinated events where capital is utilized to yield outcomes and requires designing, sponsoring, and execution. Moreover, project monitoring and evaluation are fundamental elements in the project flow and administration [3].

While the functions of M&E are to track project performance and evaluate outcomes at the mid-term and end-term of the project cycle, it also plays a vital role in ensuring that organizations are accountable and transparent to key stakeholders, donors, and beneficiaries.

Globally, Governments and Non-Governmental Organizations (NGOs) have been struggling with local and international requirements to improve transparency, accountability, and enhanced effectiveness in exchange for donor resources [4]. Thus,

a result-based M&E system is the latest prerequisite from donors for government and NGOs to drive performance, demonstrate effective use of donor funds, and project impact to the intended beneficiaries [3]. World Bank [4] further stated that the inability of these institutions to demonstrate effectiveness in the transparency and accountability of donor resources is an existing issue globally and especially in developing countries.

Nationally, developing countries have invested resources in generating M&E experts in recent years since they are dependent on foreign consultants to ensure that rigorous M&E systems are strengthened in the public and private sectors for project management, ; in Chile, for instance, M&E was introduced in 1994 [3]. In his study, Njama [3] mentioned that in Ghana, despite the efforts to integrate their M&E systems, there had still been barriers that harmed the implementation of their M&E systems, gaps such as lack of technical capacity, funds allocated towards the M&E budget, and the lack of harmonization between the primary grant holders and the sub-grantees (stakeholders) were identified [3].

Locally, according to the latest Health Financial Profile Namibia report of May 2016, Namibia is one of the countries where 51% of the health sector HIV funding is supported by donors (primarily PEPFAR and the Global Fund to Fight AIDS, Tuberculosis, and Malaria). In contrast, the government accounts for 37% [15]. It is worth noting that this kind of donor contribution is usually accompanied by strict requirementsfor an effective and sustainable M&E system. It would be imperative to have effective M&E systems put in place to ensure the successful implementation of projects and repeat models for future projects.

Furthermore, as indicated in the National Strategic Framework (NSF), the need for Strategic information and empirical data is a fundamental and important asset in the management of the response to HIV projects [6]. Equally important, the frameworks clearly outlined that having adopted the Investment Framework and result-based management (RBM) approaches has led to an increased requirement for providing evidence-based information [6]. Additionally, these were regarded as mandatory for planning, resource allocation programming, decision-making, and service delivery [6]. Even though Namibia is highly reliable on the RBM approach for the provision of evidence-based information to make available strategic information for the

Government and donors' requirements, the NSF mentions that there are challenges to producing quality data and coordination due to a severe lack of M&E competency, funding for research and standard M&E coordination framework. The challenges presented in the NSF resulted from the different multiple systems of stakeholders that partner in the HIV response to MoHSS at various levels, which caused struggles in maintaining data quality [6].

Although there were increased demands from donors to increase performance and provide evidence-based results, there was a lack of attention and assessment of the effectiveness of M&E systems. Furthermore, it is imperative to pay attention to the factors impeding the implementation of effective M&E systems at the country level, especially considering that the government and all relevant stakeholders lean on a result-based M&E approach for their project management activities.

1.3 Statement of the problem

In the developing world, monitoring and evaluation are critical areas of development. The World Bank [4] reported a massive outpouring of national, multilateral, and transnational forces, initiatives, and stakeholders pressing governments and NGOs to show accountability, transparency, and results. According to their research [4], developing nations must adhere to specified international M&E system norms to participate in these collaborations and receive their benefits because it enables the government and NGOs to carry out and monitor the activities effectively; monitoring and evaluation are crucial part of the implementation of any project. Additionally, it enabled project implementers to assess if project objectives were reached and to guarantee accountability and transparency.

It was established that , M&E was the main factor in decision-making based on the standard of the system's outcomes. However, research established that a weak M&E system that produces inaccurate data could have a negative impact on a project more than a positive one [4]. Additionally, M&E systems provide information for better planning and whether the project's intended beneficiaries were impacted. In his study, Busilie [7] noted that while developing nations have made headway in establishing M&E systems and have experienced growth, issues still impede growth. Despite the advancements, the researcher [7] remarked that data utilization was restricted, and that

M&E units' technical capabilities were in the early stages of development. In Namibia in their National Strategic framework 2017/10 to 2021/22 [6] , it was noted that the country has a complicated M&E nature with a wide range of stakeholders participating in the HIV response at various levels which makes ensuring date quality a difficult task. The NSF further stated that although M&E systems are at the centre of ensuring data is available for policy makers, decision makers and day to day programing . There was a significant shortage of M&E skills in all sectors. Some of the gaps identified in country was poor capacity in M&E, weak lingages between HIV M&E systems and the overall Ministy of health health information systems and other sectoral systems and the limited utilization of M&E data due to delayed data reporting and inaccuracies.

However, with the Namibia having a generalized HIV epidemic, with 8.45% of the general public living with HIV and the disease being one of the lead causes of death [61]. The countries health sector has a great responsibility to be able to have reliable M&E systems to monitor and evaluate the burden of disease.Also, as stated oin the HFP report [15] were (51%) of funds for health being donated by outside donors accountability is a key requirement , hence the challenges identified in the NSF could pose as barriers to the success of the national M&E systems. Should the gaps identified not be addressed disease burden tracking will become a mission impossible, the national health system could collapse , because data is not being submitted in a timely manner to ensure efficiency in health services delivery, medication supplies and decision making at all levels.

Generally, ineffective M&E systems may lead to poor project management and poor decision-making regarding resource allocation and implementation. The project team will be unable to monitor performance versus goals for the necessary metrics accurately. Consequently, projects are doomed to fail without efficient M&E systems [4]. Therefore, it is vital to have an effective M&E system to ensure accurate and reliable results for the project to achieve the project's outcome for which resources were assigned to accomplish the project's intended goal for which resources were allocated; an efficient M&E system is essential [3].

Even though there was literature on factors influencing M&E systems, there were relatively minimal studies in the Namibian context. Against this background, this

study aimed to determine factors influencing the effectiveness of M&E systems in Namibia, using the UTAP project as a case study.

1.4 Purpose of the study

The purpose of the study is to establish the factors that influenced the effectiveness of monitoring and evaluation systems for projects using the USAID Clinical Technical Services Assistance project (UTAP) as a case study with four objectives outlined below.

1.4.1 Objectives of the study

1. To identify the factors influencing the monitoring and evaluation systems effectiveness of the UTAP project.
2. To analyze the factors associated with the effectiveness of UTAP's monitoring and evaluation system.
3. To analyze the influence of budget allocation for M&E, technical capacity, and project data quality on the effectiveness of UTAP's monitoring and evaluation system.
4. To explore the views and perceptions on the influence of budget allocation for M&E, technical capacity, and project data quality on the effectiveness of UTAP's monitoring and evaluation system.

1.4.2 Research questions

1. What factors influence the effectiveness of the monitoring and evaluation systems of the UTAP project?
2. What are the factors associated with the effectiveness of UTAP's monitoring and evaluation system?
3. What is the influence of budget allocation for M&E on the effectiveness of the monitoring and evaluation system?
4. What is the influence of the technical capacity of the M&E team on the effectiveness of the monitoring and evaluation system?
5. What is the influence of project data quality on the effectiveness of the monitoring and evaluation system?
6. What are the views and perceptions of the UTAP staff on the influence of budget allocation for M&E, technical capacity, and project data quality on the effectiveness of UTAP's monitoring and evaluation system?

1.5 Hypothesis of the study

Alternative: There is a significant association between the factors identified and the monitoring and evaluation systems.

Null: No significant association exists between the factors identified and the monitoring and evaluation systems.

1.6 Significance of the study

This study may be beneficial to the Ministry of Health, government, non – governmental organizations, donor agencies, private and public sector organizations, and M&E managers and other stakeholders to understand better the factors that could affect the effectiveness of M&E systems, to enable them to improve and strategize on how to monitor better and evaluate projects. Results acquired in the study assist the Ministry of Health and local NGOs to address challenges faced in the M&E systems and adopt recommendations from the study. The study findings might further enable implementers to be accountable and transparent to stakeholders, beneficiaries, and especially the donors and acquire knowledge on gaps to help strengthen M&E systems since most funds used towards implementing projects in Namibia are donor-funded. Finally, policymakers will be able to make informed decisions that are evidence-based and data-driven to develop and implement policies generated from effective M&E systems to ensure quality project outcomes.

1.7 Limitations of the study

The researcher identified possible restrictions that may decrease the credibility and the generalizability of the findings [48]; included in these are influences, shortcomings, or conditions that the research could not control and end up putting restrictions on the study. This retrospective study required much time to get hold of the entire UTAP M&E team as the risk existed for them having different contact details. The researcher is a full-time employee at IntraHealth Namibia; hence, time was identified as a constraint. The researcher had to consider using odd hours to reach some of the

prospective respondents. Primary data collection was limited to telephonic administration for those out of Windhoek since the researcher could not travel across the country due to time and finances. Finally, all the respondents reached were last employed beyond four years ago. Hence, there could be cognitive bias in the form that respondents might not recall some of the project knowledge accurately, seeing that the study is retrospective. The other limitation was the lack of prior research studies on the topic, specifically in the Namibian context. Based on the literature review, little research has been conducted on this specific area of the linkage between the identified factors and M&E systems.

1.8 Delimitations of the study

The researcher focused on a random sample of individuals that were under Intrahealth International employed under the UTAP project between the years (2014 -2018). Only project staff directly or indirectly involved in the project M&E systems functions were considered. Additionally, the study delimited itself to analyzing three factors regularly mentioned from existing literature as majorly contributing to the effectiveness of monitoring and evaluation systems of projects; these are technical capacity for M&E team, budget allocation for M&E and data quality for a project this was to identify if this is the case in the Namibian context.

1.9 Summary

This chapter covered study orientation, problem statement, purpose of the study, objectives, and hypotheses. The significant of the study was explained, as well as its scope, limitations and delimitation. The next chapter will present the literature review.

CHAPTER TWO:LITERATURE REVIEW

2. Introduction

This chapter assumes knowledge and acceptance of the theories that this research work depends upon. It starts with the theoretical framework, highlighting factors influencing the effectiveness of Monitoring and evaluation systems in general. Further looks in depth on these factors, drawing analytical inferences from empirical evidence. The main aim was to detail the factors influencing the effectiveness of M&E systems.

2.1 Definition of significant terms

Effectiveness of Monitoring and Evaluation team: An *effective* monitoring and evaluation system, as stated by Aron [8], is ultimately measured by the ability of an M&E system to keep the progress of project performance and to be able to make available quality data for programmatic decision making.

Technical Capacity of Monitoring and Evaluation systems: This was defined as the competences of the M&E team personnel in the organization to execute their departmental monitoring and evaluation tasks efficiently, effectively, and sustainably to support the project. Additionally, to have a functional M&E system, the M&E personnel must have the required skills and experience [9].

Data Quality: Data quality, as defined by the Center for Disease Control (CDC) [10], emphasizes that data is of quality when it covers the six dimensions (timeliness, completeness, uniqueness, validity, accuracy, and consistency). Furthermore, Nasambu [9] also defines data quality as a collection of data that affects the monitoring and evaluation system and simultaneously provides the information needed for users.

Indicators: The United Nations Programme on HIV/AIDS (UNAIDS) defines M&E indicators as a quantitative measurement that gives information on performances, measure achievements, and determine accountability [20]. They further emphasize that Indicators are a vital part of an effective monitoring and Evaluation system [20].

2.2 Concept of effectiveness of monitoring and evaluation systems for projects

The concept of effectiveness in projects or processes, as defined by Olsson [20], is the process's ability to satisfy the requirements, objectives, and priorities related to customers or primarily the project owners. Olsson [20] contends effectiveness as an external type of measurement focusing on increasing value for the owners or the customers by contributing to the process. Although effectiveness is related to value creation, it is also seen as doing the right thing. [7,20,12] apply the term effect to improve some parts of project management practice. John in an alarming discussion on effectiveness, stated the impact of effectiveness on the work efficiency of individuals and their professional development programs and systems; he drew reference from a british project management development program. This coincides with Emil Berg et al. [23], who posit that effectiveness affects the operational effectiveness of project managers and their systems of organization and control [14], Randee postulates that the effectiveness of either systems or individuals is achieved only when the components within the system or members within a team work together towards the achievement of common goals.

Project effectiveness, as defined by Yamin [12], is the extent to which the project could meet its designed objectives. The concept of effectiveness, according to Njama[3] is linked to projects or systems to align their outcomes with the general strategy of the parent system or organization. Effective M&E systems are designed to focus on the results achieved and the lack of achievement [3]. Njama [3] further stated that monitoring and evaluation systems are set as valuation platforms to measure project successes and utilization of objective factors such as cost, time, and other factors concerned with stakeholders' satisfaction.

2.3 M&E technical capacity and effective M&E systems

The team's technical capacity affects all operations in any industry often referred to as "human capacity" in project management terms by Matachi [29], it was referred to as the ability of an individual to achieve the set objectives through using the knowledge and skills acquired on any subject matter in any profession impacts the effectiveness of any system in place. Kavishe et al. [28] pointed out that in **sub-saharan african** developing countries such as (Ghana, Tanzania, and Nigeria), poor performance in projects had been widely reported because of the stakeholders of the project (team members) having an inadequate capacity for effective execution of duties. This narrative was concurred with by Patil et al. [33], who also drew the conclusion and recommendation that key participants in projects and organizational systems required training and capacity building as results pointed them to a lack of the necessary skills and knowledge about the sustainability principles in projects *(infrastructure).* In addition, a research study in kenya found that project performance was impoverished due to weak monitoring and evaluation systems, which were because of incompetence and lack of adequate capacity and experience among team members within systems; however, although the purported aim was to assess the influence of M&E methods on the performance of Women Enterprise Fund (WEF) projects the results enlightened them to that discovery. Similary, a study conducted in Tanzania, the study assessed how training in M&E of project implementers, M&E baseline surveys, and how M&E designs affect the performance of projects. The study found that most projects (63%) did not collect M&E data, and the goals were not achieved. Additionally, the study found that this was because (89%) of the project implementers did not have any M&E training [12] as identified in Ghana and kenya. A lack of such capacity-building programs impedes the effective execution of roles in professional positions, implying that the significance of training cannot be underestimated. Ranadewa [35], concurred with Ika and Donnelly [26], who stated that an individual can develop or acquire new skills through training, which can be delivered in various forms and is associated with individual-level strategies for executing professional duties. However, the lack of competence and skill affects the effectiveness of M&E systems, which is why a need exists for capacity building to reduce errors and poor decision-making resulting from such systems' misuse or abuse.

The capacity building or capacity development, as they are interchangeably used in any M&E team, is paramount, and involves imparting of knowledge and skills for the successful execution of projects among the coordinated team members. Mengistu [30] postulated that capacity building is a human resource development process in which team members as the targeted persons would become relevant stakeholders involved in projects; also, Dansoh [36] observed and detailed that a concerted effort of these different stakeholders is required for human resources development. The capacity-building process supports only the initial stages of building or creating capacities with the assumption that there are no existing capacities to start from, whereas in the capacity development process, individuals within a team society or organization obtain, strengthen, and maintain the capabilities to set and achieve development objectives over time, [35].

The World Bank, however concluded that the lack of competent and technically capacitated teams in projects is because of a lack of adequate policy framework and strategy which supports that, although it calls for resolving this issue through technical assistance and capacity building by suggesting invitation of experts to share experience and technical assistance as cited by Mourgues [31]. Bergeron [35] also mentioned that if it is the only strategy in the long run, it can be expensive. Dansoh and Mugenda[36,38] concur that within developing countries, the development of human resources is a good catalyst for improvement for better and more effective operations and success for attaining objectives.

2.4 M&E Budget allocation and effective M&E systems

According to Wanjiru [56] the provision of financial resources, usually in the form of cash or other values, such as time or effort, is referred to as budgetary allocation. This involves funding the monitoring and assessment of a project or program.

Finance in any managerial discipline does play an influential role in the success of a project or a program. In project management, project risk management hinges upon, Todinov [41] stated that project risk response budgets determine the optimal set of response strategies. As Kujawski et al. [40] stated the response effect of each strategy

is related to the budget invested in it, Kraut [37] concluded that a budget would produce a better risk response effect.

As indicated in the measure evaluation M&E Fundamentals guide, the rule of thumb stated that the budget allocated to M&E budget lines should be 5-10% of the overall project budget [13]. Another researcher mentioned in his study that the limited resources and budget allocations result in NGOs receiving quality and timely data and information for proper decision execution. Furthermore, budget allocation and resources limitations have affected the M&E systems to provide the required information [3].

Budget allocation monitoring and evaluations create future benchmarks to guide evaluations of other projects [49]. They created a knowledge bank for management, which is ideal for improving the effectiveness of spending decisions. Gathii [2] Stated that "team leaders can assess how projects faired in meeting budgetary limits as well as in terms of efficiency." In monitoring and evaluating budgets allocations, guidance in screening and tracking ongoing costs and spending trends comprehensively directs and continuously aligns the project into systematically following the set goals and objectives [13]. It is, however, the recording of data that provides a basis for comparison to support the decision-making process further.

Kathinji [57] conducted a research project to ascertain the relationship between resource allocation and M&E outcomes among community-oriented groups in meru county. The scholars demonstrated a positive relationship between resource allocation and high M & E results in utilization using a mixed-methods research strategy.

The effectiveness of M&E systems derives its meaning from the continued assessment and improvements; this only occurs through the learning process, which only takes place from evaluations. Learning from past project lead managers and technical team leaders can develop new skills and even be open to constructive self-criticism [3]. It is only then that objectiveness and improvement in future planning results.

In Namibia, a survey conducted as stipulated in Namibia 2014/2015 health accounts report [56] stated that since the initial national health accounts (NHA) survey in fiscal year (FY) 2001/02, namibia's total health expenditure (THE) had risen continuously, rising by more than 12% annually. THE per person was anticipated to be US$500 for

FY 2012/13, an increase of more than three times compared to FY 2001/02. Most of the healthcare funding comes from the government. It has been working to ensure and expand the government budget line item for health to advance toward universal health coverage (UHC), as specified in the national health policy framework 2010-2020.

In addition, the Namibia National AIDS Spending Assessment (NASA) 2012/13 and 2013/14 (NASA) demonstrated that government funding made up 49.7% of overall spending in 2009–10 but 60.4% in 2010–11. However, according to recent data, government support for HIV and AIDS decreased to 55% in 2012–13 but significantly increased to 64% in 2013–14. This exemplifies the government's dedication to the fight against HIV and AIDS [57]. Furthermore, the NASA report [57] indicated that the southern african customs union, namibia, has the second-highest HIV and AIDS budget, after South Africa, as a percentage of total government spending with the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), The U.S. President's Emergency Plan for AIDS Relief (PEPFAR), and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) have all contributed a sizable percentage of the funding for HIV and AIDS. Also, the NASA [57] stated that due to its immense contribution to all key program areas, PEPFAR serves as Namibia's main external resource for HIV initiative. It should be noted, nevertheless, that PEPFAR's contribution fell by 29% from over $100 million in 2011–12 to $71 million in 2012–13. PEPFAR's contribution dropped even more in the fiscal year 2013/14, falling by 20% to $57 million.

With the tremendous efforts and support from external donors, the NASA procedure also demonstrated how difficult it is to track how money is being utilized, even though money has been made accessible on an annual basis. With 79% of all donor expenditures in Namibia going toward health care, this sector is currently the top priority for donors [57]. Part of the gaps identified in tracking financial expenditure in Namibia was that the NASA M&E reporting was not integrated into the national M&E system through periodic and regular reporting from implementing partners. Hence, the recommendations from the survey were made that NASA must be included as a crucial component of the M&E system and be viewed as an ongoing process of improvement, just like every other element of the HIV M&E system [57].

Data quality and effective M&E systems

The UNAIDS and WHO [14] stated that with the global momentum to scale up the response to the three main infectious diseases, HIV/AIDS, tuberculosis (TB), and malaria, there was a need for public health practitioners to demonstrate a certain level of accountability. Their emphasis was that countries must be able to report accurate, timely, and valid data to national authorities and bodies to ensure and secure continuous funding to enhance health programs [14]. Also, it was indicated that a usable M&E system is one of the bases for a country to respond to combating disease; however, to ensure that there is a need to guarantee the availability of timely and accurate data at the national, program, and management levels [14].

Data is vital to the credibility of reported results so that decisions can be hinged on it, the whole decision-making process on implementation and changes within the system is solely based on the quality of data, hence the need for incorporation of data from a variety of sources to validate reports and findings [14]. While many primary data get collected directly by the M&E system for M&E purposes, frequent data collection enables managers and evaluators to track the trends and understand intervention dynamics. The more data collected and recordings, the greater the need to check for data accuracy, completeness, and timeliness; more data meansless speculation. Nonetheless, the more time that passes between measurements, the greater the chances that events and changes in the system might happen that may be missed.

Post-data collection management affects the level extent of data quality; ineffective handling of data by an incompetent team member affects its completeness, accuracy and perhaps its timeliness, all of which affect the effectiveness of M& E systems [8]. Additionally, it was stated that the interpretation of data, if inaccurately handled, becomes meaningless and of less quality and data must be collected and analyzed regularly on the objectives and intermediate results [54] and detailed the effects of system ineffectiveness arising from the inability of stakeholders to handle and process data in a meaningful way, he concludes that challenge could seriously lead to a mere collection of large volumes of data, which eventually might not be used helpfully. When the data quality is affected, the data is not effectively utilized to track and measure performance and inform program improvement learning [8].

2.5 Theoretical review

Scholars have proposed various theories and frameworks to guide monitoring and evaluation practice. The Theory of Change (ToC), program, selection, result, complex self-organizing systems, causation, and technology acceptance model are examples [50].

The theory of change was used in this research as a planning tool for an intervention. As defined, a way to explain how a specific intervention, or collection of activities and/or inputs, is expected to lead to specified development change, based on a causal analysis of existing data. Also, during of the data collection process stakeholders need to be engaged to validate evidence [51]. Furthermore, Corlazzoli [58] stated that it is possible to determine whether a project, program, or strategy is "on track" to bring about the desired change and whether the environment is changing in the way that was expected when it was designed by using theories of change during the monitoring stage of project implementation.

The ToC was employed in this study due to the reasons that a ToC typically entails conducting some examination of the factors that can influence any desired outcome [51]. Moreover, as stipulated, an important aspect in ToC is enunciating assumptions or hypotheses that can be tested, either approved or disapproved based on the conclusions drawn from the evidence and data collected during the process of activities [52].

Furthermore, although assumptions are made, the ToC also recognized that external factors can partially or fully impact the outcome of results. Therefore, with reference to the study, the researcher looked at budget allocation, technical capacity for M&E and data quality as focus factors to examine the influence it had on M&E systems; however, it acknowledged that there can be other external factors that influence the effectiveness of M&E systems [53]. In the data collection , the researcher had created assumpitons focusing on the independent factors (data quality, capacity for m&e and budget allocation) identified in the conceptual framework. This assumptions were thus tested through the data analysis process. Although the level of influence was established , other external factors found t be contributing factors i.e availability of funds and the utilization of M&E tools.

In conclusion, the theory of change is increasingly being used to create and manage partnerships and partnership initiatives. Developing a theory of change generates diverse perspectives and assumptions among program planners, recipients, donors, program employees, and others [51]. Integrating stakeholders early in the planning process and demonstrating how their effort adds to long-term effect helps promote agreement and inspire stakeholders [51]. This theory was crucial to the study as it empowers the project teams, stakeholders, donors, and policy makers to invest their focus on the key findings generated from the study as critical and essential to the success of future project designs and accomplishments.

2.6 Conceptual framework

The research sought to establish the factors that could influence the effectiveness of Monitoring and Evaluation systems.The researcher used the virtual framework. As explained by Emans [62] , he describes the visual representation conceptual framework as a visual depiction that offers an image of the phenomenon and creates links or relationship between variables cause and effect. In the conceptual framework, the effectiveness of M&E is defined by the attainment of project goals, evidence-based decision making which is dependent on the independendant variables below:

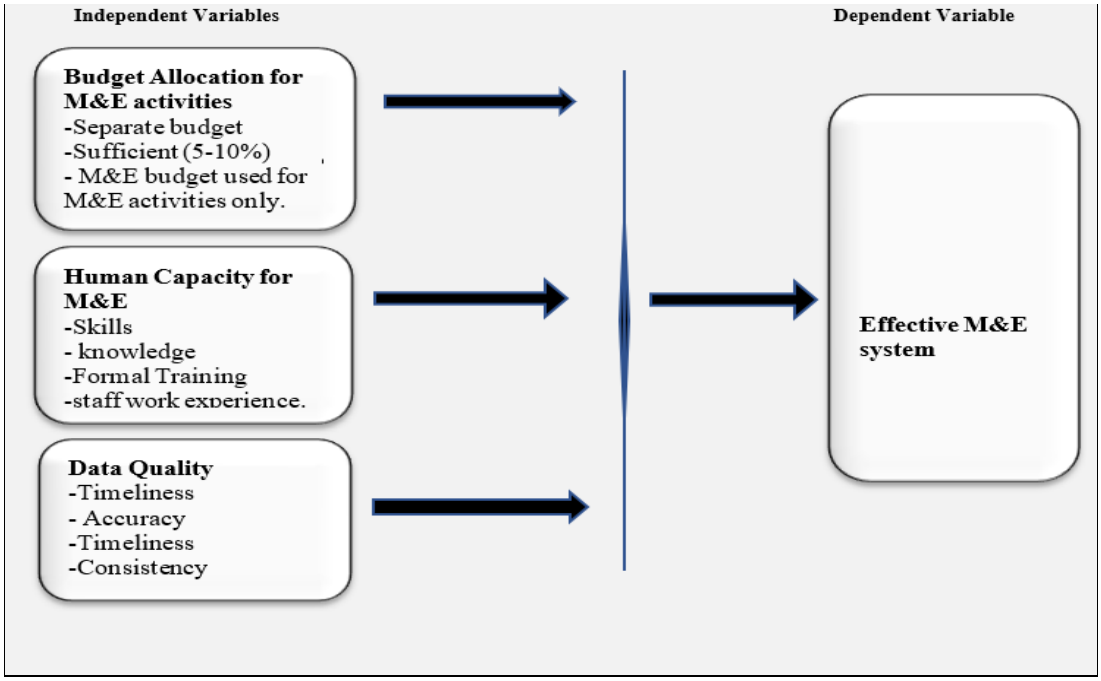


Figure: 2.1**Conceptual Framework for effective M&E System to the stipulated independent**

Source:Adopted from Ndjama [3].

In the virtual conceptual framework model above figure 2.1. illustrates the links between the various variables and how they relate to one another are explicitly .The model was typically created ahead of the real investigation.Furthermore, using a conceptual framework was prudent and beneficial depends due to the nature of the research which aimed to the establich the link between the dependent and independent variables. Based on the hypotheses set for the research which is to identify wether there is a relationship between dependent vairiable effectiveness of m&e systems and the indepent variables budget allocation, m&e technical capacity and data quality, as shown. The basis of testing research is to demonstrate the cause effect relationship, which is also reflected in the conceptual framework.

2.7 Synthesis and gap

The Literature presented revealed that to have a functional M&E system, several elements need consideration. Numerous studies pointed out the challenges/ gaps in a weakened M&E system. In Namibia, the gaps for the country's M&E system were presented in the National Strategic Framework (NSF). However, no study was conducted to establish whether the factors could influence the effectiveness of monitoring and evaluation systems. The study, therefore, intended to address the knowledge gap. This study was unique to the UTAP project implemented in Namibia, thus making it an essential step to closing the gap identified in addressing some of the challenges presented in the country NSF, since this is one of the first studies conducted in the specified area.

2.8 Summary

This chapter focused on the definition's various key terms and concepts and the study literature review. The researcher reviewed the literature on the prominent focus areas for the study focusing on different authors' arguments and gaps identified in the key areas. The chapter additionally indicated theoretical and literature review. On the other hand, the research gap is being discussed in this chapter and the conceptual framework for independent and dependent variable relationships. The next chapter discusses the research methodology of the study

CHAPTER THREE:METHODOLOGY

3. Research methods

This chapter discusses the researcher's methods to organize the study and collect, and analyze data pertinent to the research query. The research techniques used for the study are described in detail. These techniques included defining the study setting, the population of interest, figuring out the sample size, research instruments, indication of the procedures followed and final data analysis, testing of instruments validity and reliability and concluding with the ethical principles observed during the study.

3.1 Research design

To gain an in-depth understanding of the topic, this study applied the convergent parallel mixed methodology design [63] to answer all research questions. During this process, the researcher concurrently conducted the qualitative and quantitative data collection and analysis;. However, the two sections were analyzed independently, the interpretation of the quantitative and qualitative results were done simultaneously, andthe outcomes were comparatively concluded. In the quantitative part of the study, the researcher utilized a cross-sectional study design and examined the effects of the factors identified and their influence on M&E systems. This included budget allocation, data quality, and M&E technical capacity on monitoring and evaluation systems effectiveness. In addition, for the qualitative part of the study the researcher used a phenomenology research design in which the researcher collected the data through open ended questions in which participants could explain and for some over telephone conversation through interview and the researcher would then record participants response, the researcher was then able to derive findngs and identify themes which would help to answer the research questions.Additionally, narratives provided by the participants in the qualitative sections of the questionnaire were used to create themes . Also, the data collection for both the quantitative and qualitative sections was incorporated in the same questionnaire.

The study established the factors influencing the Monitoring and Evaluation effectiveness of the UTAP project. The study design provided the strength of

association between the dependent and independent variables, and permitted the hypothesis testing about the associations.

3.2 Study setting

The study used The USAID HIV Clinical Services Technical Assistance Project (UTAP), a USAID-funded project implemented by a local-based NGO IntraHealth. The project was awarded in 2014, and project implementation began in February 2015. The project expanded HIV prevention, care, and treatment services to contribute toward attaining HIV epidemic control in Namibia. The project's geographical scope was based on epidemiological data; PEPFAR had identified priority regions and hotspots with significant unmet needs for antiretroviral therapy services. UTAP implemented with MHSS, regions, and districts and evaluated Anti -Retroviral Treatment (ART) unmet needs and/or low ART new enrollment rates to identify facilities for further expansion of treatment services at existing health districts and additional districts included. Furthermore, based on the data that was available at the time the project targeted the following districts in the PEPFAR priority regions and hotspots: Kavango East (Andara and Nyangana); Khomas (CCN Center); Ohangwena (part of Engela District); Omusati (Oshikuku); Oshikoto (Onandjokwe, Tsumeb, and Omuthiya); and one urban hotspot (Grootfontein Hospital and Clinic). However, the researcher will not conduct the study in the geographical towns listed; the researcher will access the information from previous employees and management who were recruited under the UTAP project through their emails and/or telephones by administering a questionnaire.

3.3 Population

The population under study were previously employed Programs, finance and M&E personnel during the period of the UTAP project implementation, totalling 97.

3.4 Sample

According to Israel [55], three requirements must be satisfied to determine the proper sample size: the degree of precision, confidence or risk, and variability in the attributes being evaluated. He continued by saying that the central limit theorem's concepts are the foundation for the confidence or risk level [55]. The central limit theorem's central

tenet is that when a community is repeatedly sampled, the average value of the attributable results obtained by those samples equals the actual population value [55]. According to [55] to the central limit theorem, if a 95% confidence level is chosen, 95 out of 100 samples will contain actual population values that fall within the precision's range. This is because normal distribution samples have values within two standard deviations of the actual population.

Israel continued, stating that the range in which the population's actual value is believed to be is known as the sampling error or degree of precision [55], and that this range is frequently expressed in percentage points. (i.e., 0.05).

Finally, the degree of variability is referred to as the distribution of the attributes in the population [55]. It is believed that a more significant sample number is needed to achieve a given degree of precision the more heterogeneous a population is. The sample size decreases as the community becomes less variable (more homogeneous).

For this study, the researcher sampled considering the three criteria as suggested by Israel. The researcher used Taro Yamane's formula to calculate the sample size [37] set at a 95% confidence interval with an allowable error of 0.05%; therefore, the sample size was calculated as follows:

$$n = \frac{N}{1+N\,(e)^2} = \frac{92}{1+92\,(0.05)^2} = 74 \text{ participants}$$

where n= Sample size calculated

N= Total Population

e= allowable error

Therefore, the sample size calculated for the study included 74 participants out of 92 as per the outcome of the Yamane formula. All 74 participants responded to the quantitative and qualitative questions, however only 9 participants were eligible to answer the budget section since this section was only restricted to people who worked at the finance department.

3.5 Research instruments

3.5.1 Questionnaire

The researcher developed a questionnaire which is structured and administered the questionnaire as a study instrument accessed via participants' emails and/or in person depending on the distance and location of participants. The study questionnaire was structured in two (2) parts, namely:

- PART A: Socio-demographic characteristics, which included age bracket, highest level of education, period of employment for UTAP project and years of work experience with monitoring and evaluation activities.
- PART B: included the factors Influencing the Effectiveness of the Monitoring and Evaluation System. These questions refer only to UTAP implemented by IntraHealth between 2014 and 2018. Also, the Budget allocation section is only answered by those who directly and/or indirectly dealt with budget information.

3.6 Procedure

After ethical clearance was sought from all the relevant bodies, the researcher proceeded with piloting the questionnaire with 5 participants that would take part in the data collection process to ensure reliability and validity. Furthermore, all inputs during the pilot were adopted and the questionnaire was revised accordingly. Quantitative and qualitative approach: The researcher collected data using questionnaires that had both close- ended and open-ended questions through face to face for some participants who are in Windhoek and some were sent through email for participants no longer based in Windhoek, the data collection was done over six weeks from 01 June 2023- 15 July 2023.Also, for participants outside Windhoek. All the consent forms were completed before the questionnaire was completed as a pre-requirement for data collection.

3.7 Data analysis

The data for the quantitative section generated from the questionnaires were already in a likerd scale format , therefore was directly entered into the latest version of a statistical software package, Statistical Package for the Social Sciences (SPSS Version

27) and went through a systematic sequence of data preparation (checking, editing, and coding). The qualitative data analysis section the researcher used summative content analysis in which the researcher carefully examined the the data to establish common themes or ideas that appear repeatedly and then quantify them based on their reoccurrences of key words related to the research questions. The researcher underwent through three phases: Phase 1- where data was carefully read and transcribed to identify important words that relate the research objective. Secondly, phase 2, in which relevant codes were generated with respect to the research questions.Thereafter, the codes were grouped into thematic areas to their key areas based on the reoccurance of concepts or keyword infer meaning based on the frequency of the keywwords . In the final phase 3 , the respective codes which represent the highlighted themes were then entered into SPSS and analysed accordingly in order to draw conclusions on the exploration of the perception of particpants on the three key areas of data quality, dudget allocation and m&e capacity and their influence on the effectiveness of m&e systems. The qualitative analysis was used to analyze the respondents' views on the three main questions of the study, which were: What are the factors which determine the effective outcomes of the monitoring and evaluation systems of the UTAP project? What is the influence of budget allocation on the effectiveness of the Monitoring and evaluation systems? What is the influence of the technical capacity of the M&E team and that of data Quality on the effectiveness of the Monitoring and evaluation system?

According to Mugenda [38], qualitative data analysis makes general statements on how categories or themes of data are related, and this qualitative data analysis was done using content analysis. Content analysis, as [38] Mugenda describes it, is the systematic qualitative description of the composition of the objects or materials of the study, which involves observation and detailed description of objects, items, or things that comprise the object of study.

The researcher used descriptive statistics to analyze data collected under the questionnaire, and this was done by using Statistical Package for Social Sciences (SPSS). Descriptive measures give a basis for determining the weights of the variables under the study, hence the choice. In the quantitative section, descriptive measures such as frequencies, proportions, mean, mode, median and interquartile range were used to present data. Descriptive statistics measures were selected depending on their

distribution. Multiple linear regression was carried out to establish relationships between the dependent variable (Monitoring and Evaluation Effectiveness) and the independent variables (X – Factors established from the study, budget allocation, M&E team technical capacity, and data quality). Moreover, factor analysis was also used to explore which independent variable is most likely to influence M&E systems' effectiveness. The statistical level of significance was set at $\alpha = 0.05$. Part of the findings was presented in tables, pie charts, and bar graphs for more straightforward interpretation for drawing up inferences. Percentages of actual figures were used as another method of presentation.

Additionally, for the qualitative part, themes were created for the literature responses provided by the participants; the researcher analyzed all themes and categorized them according to similarities in responses. Finally, conclusions were drawn based on the outcomes of the themes.

3.8 Reliability and validity

Before the main study, the researcher pilot tested the data gathering instrument to ensure validity and reliability. The feasibility of the research tool chosen for the study was evaluated in the pilot study. This pilot study was carried out in Windhoek with five previous employees under the UTAP project to one M&E staff, two programs' staff, and three finance staff. Additionally, to ensure validity, the researcher focused on how the content being provided by the respondents answered all the research questions without ambiguity. The outcome of the pilot yielded the results below:

- Language: remark was made on the language used to use simple language which is understandable without the researcher having to explain for participants answering by themselves.
- Length : The questionnaire was initially three ages long, however, after the pilot the researcher reasdjusted to shorten it to allow for atleast 30min timeline as per recommendations.The researcher utilised feedback from the five individuals to review and alter data collection tools.

3.9 Research ethics

Ethical clearence was obtained from the University of Namibia Decentralized ethics committee.Kraut [37] defines ethics as the condition for making righteous actions

possible, enabling the development of right habits and, in turn, enabling the development of good character, leading to achieving happiness. In maintaining good professional practice grounded on ethical and professional values, the researcher successfully sought ethical clearance from the University of Namibia (UNAM) for ethical consideration and approval and further to the Ministry of Health and Social Services and finally to IntraHealth International.

According to the University of Namibia's (UNAM) ethical guidelines, the research followed the following guidelines:

- The duty to avoid, prevent, or minimize damage to others, or the Principle of Non-maleficence, is a key component of harms-benefits analysis. The researcher ensured to not harm any parties (employees of Intrahealth) involved before or after the study was concluded.

- The Principle of Beneficence mandates that one maximize net benefits when conducting a study ethically. The study aimed to benefit the country, NGOs, and other relevant beneficiaries. Therefore, all conditions that could have been risks in the cause of harm to persons or any relevant bodies were removed.

- The principle of autonomy recognizes a person's right to govern their destiny, freedom, or sovereignty. Participants were allowed to withdraw from the study at any point, and no participant was forced to carry out any tasks related to the study if they were unwilling to. Therefore, all participants signed a consent form, which was explained to them before signing.

- The obligation to treat everyone in a way that is morally and just is known as the principle of justice. Therefore, all participants went through the same methods of completing the study. No participant were treated special; they were all treated with fairness.

3.9.1 Voluntary

The study was entirely voluntary, and no participants were forced to participate if they did not wish to. Additionally, participants could withdraw at any point as per guidelines stipulated in the consent form they signed.

3.9.2 Confidentiality

All records, data, and study participants were kept confidential. No names were used, and all records received from the staff were kept in a lockable cabinet accessible to the researcher only, and all electronic records were kept on a laptop with a secured password.

3.9.3 Informed consent

Informed consent was obtained from all participants before committing to partake in the study. The consent form clearly outlined all ethical considerations and allowed participants to sign as approval to participate.

3.9.4 Dissemination

The researcher identied the key stakeholders and audiences at large that would need to access this data. This audiences include but is not limited to the Ministry of health and Social services M&E devision, policy and decision makers in government , civil society organizations and Non- governmental oragnizations including the private sector. The report was disseminated in the form of presentations, stakeholder engagement meetings,seminars and publish reports

3.10 Summary

The study methodology was described in this chapter. The research tools and techniques used during the study were also thoroughly explained in the chapter. These techniques included defining the research population, choosing a sample, figuring out the sample size, collecting data, analysis and ethics.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4. Presentation of results and discussions

4.1. Introduction

This chapter presented data analysis and interpretation of the research findings in three sections. All three sections presented study responses on the factors influencing the effectiveness of monitoring and evaluation systems: A case study of USAID HIV Clinical Services Technical Assistance Project by IntraHealth (2014-2018) in, Namibia. First, the research response rate was computed and presented, the respondents' demographic information, then the findings on three key objectives areas of the study were presented and interpreted using frequency tables, bar graphs and correlation analysis.

Quantitative data analysis

4.2 Response rate

The study targeted 74 respondents drawn from UTAP project of Intra- Health. Those respondents were working on the UTAP project in activities directly related to M & E or indirectly participating in monitoring and evaluation of projectsing in project monitoring and evaluation of projects. All 74 participants responded and returned their questionnaires, contributing to a 100% response rate. According to Mugenda [38], a response rate of 50% is adequate for analysis and reporting; a rate of 70% is reasonable, while a response rate of 90% and over is excellent; therefore, this response rate was adequate for analysis and reporting.

Table: 4.2.1 Response Rate

Questionnaires administered	**Questionnaires filled and returned**	**Percentage (%)**
74	74	100%

4.3 Demographic analysis

Table: 4.3.1 Respondents Age

Age group	**Frequency**	**Percentage (%)**
20- 29	41	55.4
30- 39	24	32.4
40- 49	8	10.8
50- 59	1	1.4
Total	74	100

The UTAP project had the majority of young professionals, as indicated by the table, which indicated that the majority of the employees were aged between 20- 29 years, rating 55.4% of the respondents rate, followed by those aged between 30- 39 years, rating to 32.4% respondents rate, those aged between 40- 49 years rating to 10.8% respondents rate and the least respondents rate of 1.4% came from those who aged between 50- 59 years.

Table: 4.3.2 Respondents gender

Gender		**Frequency**	**Percentage (%)**
	Female	35	47.3
	Male	39	52.7
	Total	74	100.0

The UTAP project had a lot of male employees compared to female employees, as revealed by the table above that the highest respondents rate of 52.7% were male compared to 47.3% which were female.

Table: 4.3.3 Respondents job position

Job Title		**Frequency**	**Percentage (%)**
	Senior M&E officer	1	1.4
	Regional M&E officer	4	5.4
	District M&E officer	8	10.8
	Data clerk	33	44.6
	Nurse mentor	4	5.4
	Finance assistant	1	1.4
	Finance officer	1	1.4
	Clinical mentor	4	5.4
	Deputy chief of party	1	1.4
	Program manager	1	1.4
	Chief of party	1	1.4
	Program officer	2	2.7
	Senior technical advisor	1	1.4
	Quality assurance officer	1	1.4
	Admin officer	10	13.5
	System analyst	1	1.4
	Total	**74**	**100.0**

The study involved different members of the UTAP project serving different positions (Senior M&E officer, Regional M&E officers, District M&E officers, Data clerks, Nurse mentors, Finance assistant, Finance officer, Clinical mentors, Deputy chief of party, Program manager, Chief of party, Program officers, Senior technical advisor, Quality assurance officer, Admin officers, and System analyst). The UTAP project had the majority of data clerks compared to other positions, as the table above showed that the highest respondents rate of 44.6% were data clerks, followed by 13.5% and

10.8% respondents rate of admin officers and district M&E officers, respectively, and the least respondents' rate was 1.4%.

Table: 4.3.4 Respondents' years of working with UTAP project.

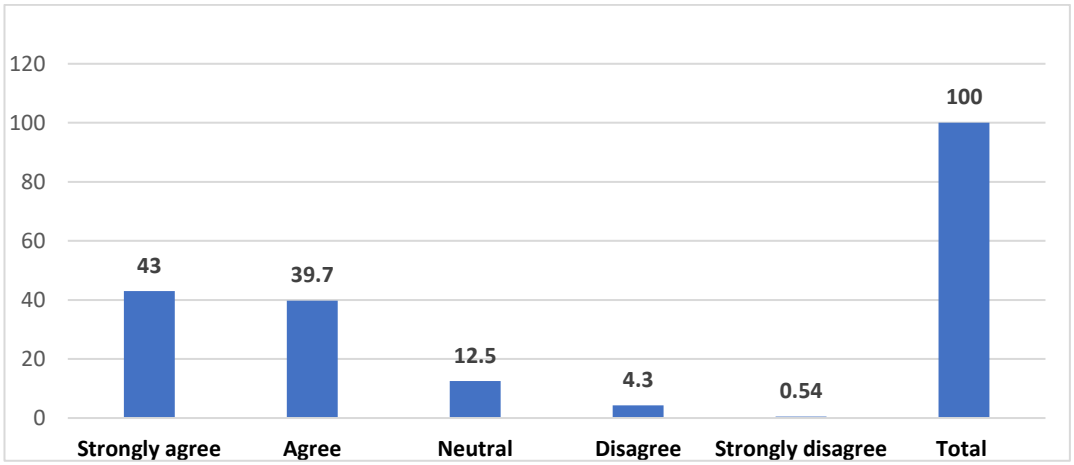
Number of years worked at on UTAP project	**Frequency**	**Percentage (%)**
1	7	9.5
2	19	25.7
3	20	27.0
4	11	14.9
5	17	23.0
Total	74	100.0

The table above shows that the majority of the staff under the UTAP project worked under the project for 3 years tih a rate of 27.0%, followed by 25.7% of those who worked for 2 years, then 23.0% of those who worked for 5 years, 14.9% of those who worked for 4 years and least respondents' rate of 9.5% came from those who worked for 1 year only. The table indicates that atleast more employees were on the project for mor then 3 years.

4.4 Research questions (3 to 5): What is the influence of technical capacity for M&E team, data quality and budget allocation on the effectiveness monitoring and evaluation system?

4.4.1 M&E team technical capacity

Figure: 4.1 Percentage of M&E team technical capacity about UTAP project in Intra-Health Namibia.



The respondents were required to rate the effectiveness of M&E team's technical capacity concerning UTAP project at Intra-Health Namibia. Based on the findings above, 43 % of the respondents indicated that M&E team's technical capacity was very effective, 39.7% indicated it was effective, 12.5% indicated that they did not know whether the M&E team's technical capacity was adequate or not. In comparison, 4.3% indicated ineffective, and 0.54% indicated ineffective.

The respondents were also requested to indicate the extent to which they agree or disagree with the following selected attributes concerning the effectiveness of M&E team's technical capacity.

Table: 4.1 M&E team technical capacity on the effectiveness of M&E systems

Descreptive statistics of effectiveness of M&E systems and m&e team technical capacity			
	N	Mean	Std. Deviation
Training in M&E was important in the enhancement of the effectiveness of M&E systems	74	4.20	.951
All staff members directly or indirectly carrying out m&e activities had the knowledge on the key performance indicators	74	4.18	.866
The program staff were skilled in handling m&e tasks (i.e gathering,summerising and analysing date)	74	4.19	.788
Results-based performance was factored into personnel annual performance appraisals	74	4.12	.906
Continuous M&E trainings were conducted on performance gaps identified during performance appraisal gaps	74	4.32	.778

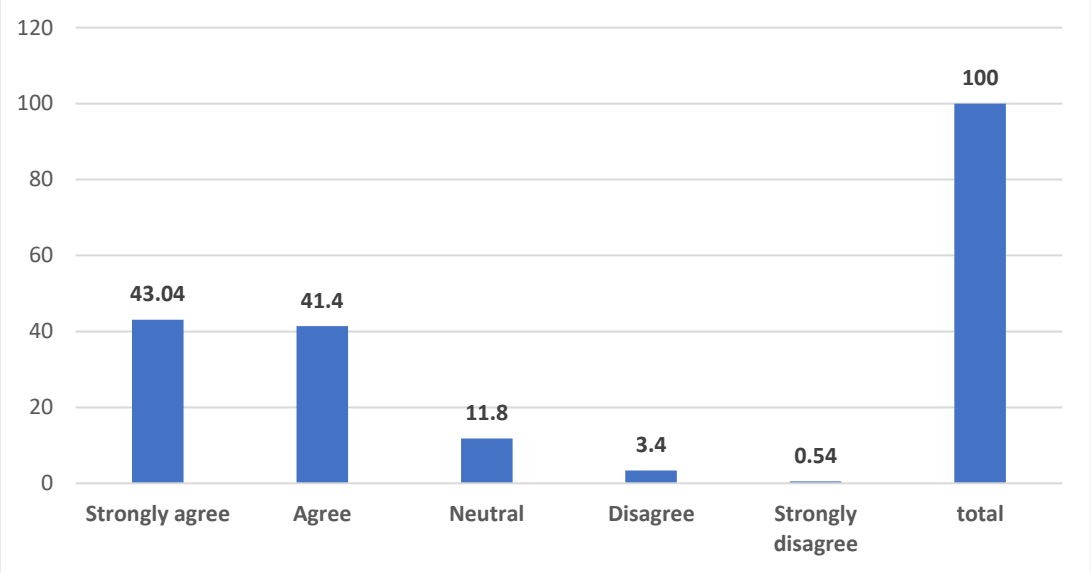
The findings in table 4.4.1 above indicated that the majority of the respondents agreed that the training in M&E was necessary in the enhancement of the effectiveness of M&E system; all staff members directly or indirectly carried out monitoring and evaluation activities knew the project key performance, the program staff were skilled in the handling of monitoring and evaluation tasks (i.e. gathering, summarizing, and

analyzing data), result- based performance was factored into personnel's annual performance appraisals and continuous M&E training were conducted on performance gaps identified during performance appraisals results with mean scores of 4.20, 4.18, 4.19, 4.12 and 4.32 respectively.

4.4.2 Data quality

The respondents were requested to indicate the extent of data quality effectiveness of M&E system for UTAP project

Figure: 4.2 Percentage of data quality concerning the effectiveness of M&E systems for the UTAP project



Based on the findings above, 43.04% of the respondents strongly agreed that data quality was effective on the M&E systems for UTAP project, 41.4% agreed that data quality was effective on M&E systems, 3.4% disagreed that data quality was not effective on M&E systems and 0.54% strongly disagreed that data quality was not adequate to M&E systems. In comparison, 11.8% did not know whether data quality was adequate for M&E systems.

Table: 4.2 Data quality on the effectiveness of M&E systems

Descreptive statistics of effectiveness of M&E systems and data quality			
	N	Mean	Std. Deviation
Data quality influence the effectiveness of M&E system	74	4.01	.914
The project carried out routine intensified data quality assessments	74	4.65	4.706
Data collected provided accurate measurements of key performance indicators against the project targets	74	4.08	.856
The project M&E systems was likely to generate relible information	74	4.11	.820
Data collection tools were clearly and inclusive of all project key performance indicators	74	4.27	.782
There were clear M&E standard operating procedures on how to use the data collection tools.	74	4.28	.731
Data collected was readily available for use when reporting	74	4.35	.711
Data collection activities were conducted ethically (i.e unuiqe identifiers, lockable cabinets,password protected cabinets).	74	4.36	.837

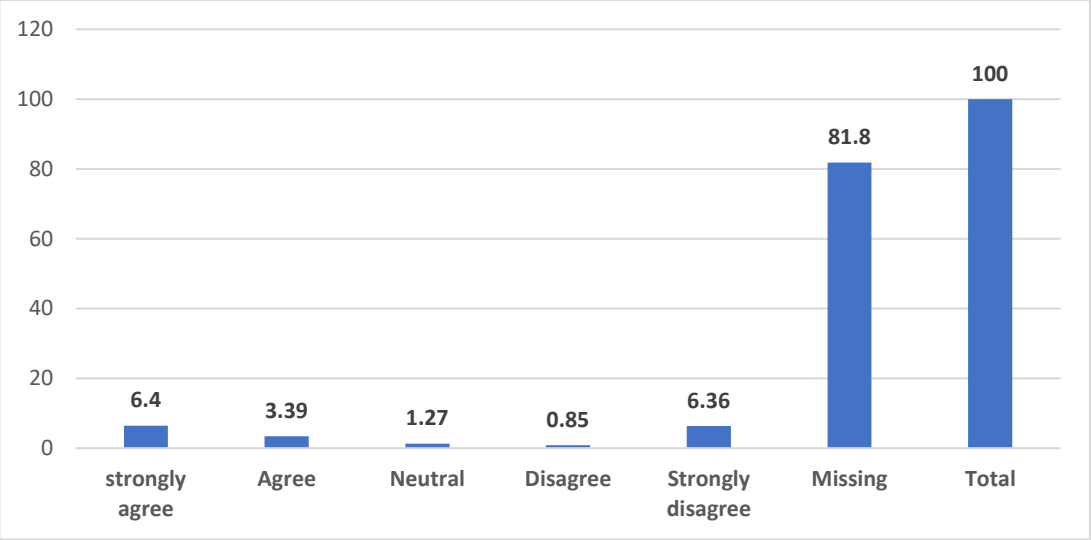
The findings in table 4.2 above indicated that the majority of the respondents agreed that data quality influences the effectiveness of M&E systems, the project carried out routine intensified data quality assessments, data collected provided accurate measurements of the key performance indicators against the project targets, the project M&E system was likely to generate reliable information, data collection tools were precise and inclusive of all project key performance indicators, there were clear M&E standard operating procedures on how to use the data collection tools, data collected

was readily available for use when required, data collection activities were conducted with mean scores of 4.01, 4.65, 4.08, 4.11, 4.27, 4.28, 4.35 and 4.36 respectively.

4.4.3 Budget allocation

The respondents were requested to indicate to which extent they agree concerning M&E budget allocation about the UTAP project in Intra- Health Namibia.

Figure: 4.3 Percentage of M& budget allocation in relation to the UTAP project



From the figure above, the budget allocation section was only mandatory to be answered by employees who worked as finance officers and admin officers; this gives 81.8% of the missing respondents since most of the respondents were from the M&E department compared to the finance department. Hence, from those who participated in this section, 6.4% strongly agreed that budget allocation influenced the effectiveness of M&E systems, 3.39% agreed that budget allocation influenced the effectiveness of M&E systems, 0,85% disagreed, and 6.36% strongly disagreed that budget allocation did not influence the effectiveness of M&E systems. In comparison, 1.27% did not know whether budget allocation influenced or not the effectiveness of M&E systems.

Table: 4.3 M&E budget allocation concerning UTAP project

Descreptive statistics of effectiveness of M&E systems and budget allocation of M&E			
	N	Mean	Std. Deviation
Budget allocation influence the effectiveness of M&E systems	9	4.22	1.093
The project provided sufficient funds for M&E activities (atleast 5-10% of the budget)	10	4.20	.789
The budget allocated for M&E activities were released without delay	10	4.10	1.449

Table 4.3 above showed that the majority agreed that budget allocation influenced the effectiveness of M&E system, the project provided sufficient funds for monitoring and evaluation activities (at least 5- 10% of the projects budget), the budget allocated for M&E activities were released without dela7 with mean scores of 4.22, 4.20 and 4.10 respectively.

4.5 Research Question (1): To identify the factors influencing the monitoring and evaluation systems effectiveness of the UTAP project.

4.5.1 Analysis on other factors identified to influencing M&E systems effectiveness.

Table: 4.4 Other identified Factors influencing M&E systems effectiveness

		Frequency	Percent
	Utilization of tools and techniques	14	18.9
	availability of staff	16	21.6
	Competency of M&E staff	11	14.9
	Training	17	23.0
	All factors (1- 4)	16	21.6
	Total	74	100.0

The table above stable indicates that training is the major factorinfluencing M&E system rating to 23.0%, followed by availability of staff with 21.6% of respondents rate, then utilization of tools and techniques with 18.9% and competency of M&E staff with 14.9%. All four factors (utilization of tools and techniques, availability of staffs, competency of M&E staff and training) are considered to be the factors influencing M&E systems.

4.6 Research question (2): What are the factors associated with the effectiveness of UTAP's monitoring and evaluation systems?

Table: 4.5. Correlation analysis (test for factors associated with the effectiveness of UTAP M&E systems effectiveness)

Correlations				
		M&E team technical capacity	Data quality	Budget allocation
M&E team technical capacity	Pearson Correlation	1	.710	.806**
	Sig. (2-tailed)		.147	.009
	N	74	74	9
Data quality	Pearson Correlation	.710	1	.8232
	Sig. (2-tailed)	.147		.548
	N	74	74	9
Budget allocation	Pearson Correlation	.806**	.8232	1
	Sig. (2-tailed)	.009	.548	
	N	9	9	9
**. Correlation is significant at the 0.01 level (2-tailed).				

The findings show a strong positive correlation between M&E team's technical capacity and data quality, with a correlation coefficient of 0.710.This implies that if organizations use effective M&E team technical capacity, the effectiveness of data quality projects will increase. The findings also show a positive correlation between budget allocation the effectiveness of M & E team's technical capacity, with a correlation of 0.806. This implies that if funds are readily and adequately available, the process of monitoring and evaluating projects will increase, thus contributing to an increase in the effectiveness of these projects. The study shows a strong positive correlation between budget allocation and the effectiveness of data quality on M & E system, with a correlation of 0.8232 .This implies that readily and adequately available

funds within the UTAP project of Intra-Health Namibia can significantly improve the effectiveness of data quality of M & E.

Qualitative data analysis

4.7 Research Question (6): What are the views and perceptions of the UTAP staff on the influence of budget allocation for M&E, technical capacity, and project data quality on the effectiveness of UTAP's monitoring and evaluation system?

4.8 Summative Content Analysis

Summative content analysis was used to deduce the meaning behind the words people use. This is accomplished by discovering repeating themes in text based on their reoccurance . These meaningful themes reveal key insights into data and can be quantified based on the frequency, particularly when paired with sentiment analysis. Often, the outcome of summative content analysis is a code frame that captures themes in terms of codes, also called categories. So, the tanalysis process is also called "coding".

Table: 4.6. Effectiveness of M&E team technical capacity on the effectivess of M&E systems

THEME 1: M&E team technical capacity		Frequency	Percent
Valid	**Sub-theme 1.1.** Ensure Consistent use of tools	6	8.1
	Sub-them 1.2. Ensure all staff understand data quality dimensions (completeness, accuracy, timeliness, integrity, confidentiality, reliability, validity)	15	20.3
	Sub-theme 1.3. Build capacity among staff in M&E	22	29.7
	Sub-theme 1.4. Ensure correct information is collected	8	10.8
	Sub-them 1.5. Ensure reporting efficiently	21	28.4
	Total	72	97.3
Missing	System	2	2.7
Total		74	100.0

The participants were asked to answer an open-ended question: "In your own words, in what way do you think trainings in M&E for the program influence the effectiveness (success) of monitoring and evaluation systems?"

Different respondents' answers were combined and recoded into common meaningful answers as shown in table 4.9. above. From the findings above, the majority of the UTAP project employees; 29.7% (22) indicated that M&E training enhanced building capacity among the employees, 28.4% (21) indicated that the M&E training boost the effectiveness and efficiency of reporting, 20.3% (15) indicated that M&E training ensure that all staffs understand the data quality dimensions and its importance on the effectiveness of the program implementation. The study results also showed that the

M&E training ensures correct data collected and ensures consistency of M&E tools to collect data effectively with 10.8% and 8.1% respondent rates, respectively. One of the participants stated in their response that " *Taining in M&E helped to train the team to use M&E tools, good understand of tools and consistency in the use of tools across project sites*".

Table: 4.7. Data quality on the effectiveness of M&E systems

THEME 2: Data quality		Frequency	Percent
Valid	**Sub-theme 2.1.** Data quality influence decision making	27	36.5
	Sub- theme 2.2. Influence program implementation goals and objectives	18	24.3
	Sub-theme 2.3. Affect allocation of resources	6	8.1
	Sub-them 2.4. Ensure that analysis and report is based on trusted data	20	27.0
	Total	71	95.9
Missing	System	3	4.1
Total		74	100.0

The participants were asked to answer an open-ended question: "In your own words, in what other ways do you think data quality influence the effectiveness (success) of monitoring and evaluation systems?"

Different respondents' answers were combined and recoded into common meaningful answers, as shown in table 4.10. above. From the findings above, the majority of the UTAP project employees, 36.5% (27) indicated that data quality influenced decision-making toward the program's progress and success, 27.0% (20) indicated that data quality ensured that data analysis and report is based on the trusted collected data, 24.3% (18) indicated that data quality influenced the program implementation in a successful way towards reaching its goals and objectives, while 8.1% (6) indicated

that data quality affected the allocation of resources. In their supporting statement another participant stated that " *when data quality is not ensured, poor decision making prone to occure and this might also have a great impact on resource allocation project implementation*".

Table: 4.8. Budget allocation on the effectiveness of M&E systems.

THEME 3: Data quality		Frequency	Percent
Valid	No	6	8.1
Missing	System	68	91.9
Total		74	100.0

The participants were asked to answer an open-ended question: "Where there any delays in funds disbursement by the donor due to unmet donor stipulated requirements?"

This question was only compulsory to employees at the finance department; since UTAP project had majority of the employees at M&E department and program implementation compared to those at finance departments, low respondent rate was expected in this section, according to the results shown in table 4.11 above, only 8.1% (6) responded to this question, which indicate that there were no delays on funds disbursement by donor due to unmet donor stipulated requirements.

4.9 Summary of results

This section presented a summary of the results of the study in chapter four according to the objectives: about introductory information or the **demographic characteristics** of the respondents, the study sought to establish the respondents' gender, age, job title, and duration of service. The findings that there were more men in UTAP project of Intra- Health office. From the results, most respondents, 55.4% (41) employees aged between 20- 29 years. The study involved different members of the UTAP project serving different positions (Senior M&E officer, regional M&E officers, district M&E

officers, data clerks, nurse mentors, finance assistant, finance officer, clinical mentors, deputy chief of party, program manager, chief of party, program officers, senior technical advisor, quality assurance officer, admin officers, and systems analyst). The UTAP project had the majority of data clerks compared to other positions, 44.6% (33).

To address the **quantitative section** of the study ,with reference to research question one which sought to identify the factors influencing the monitoring and evaluation systems effectiveness of the UTAP project which focused on the identification of the factors influencing the effectiveness of M&E systems .The results revealed that a high percentage of the respondents, 23.0% (17) agreed that training determines the effectiveness of M&E systems of UTAP project, 21.6% (16) agreed that availability of staff membersinfluences the effectiveness of M&E systems, 18.9% (14) strongly agreed that utilization of tools and techniques influence the effectiveness of M&E systems and 14.9% (11) strongly agreed that competency of M&E staff influences the effectiveness of M&E systems. Research question three to five which sought to answer the influence of the m&e technical capacity, data quality and budget allocation on the m&e systems effectives; respondents indicated that well-trained staffs had better understand on the program and m&e tools, they also stated that data is the accurately collected. Regarding question two, which sought to answer the association of budget allocation for M&E, technical capacity, and data quality of the project on the effectiveness of UTAP's monitoring and evaluation system, the results show a strong positive correlation between M&E team technical capacity and data quality with a correlation coefficient of 0.710 This implies that if organizations use effective M&E team technical capacity, the effectiveness of data quality projects will increase. The findings also show a positive correlation between budget allocation the effectiveness of M & E team's technical capacity, with a correlation of 0.806. This implies that if funds are readily and adequately available, the process of monitoring and ng projects will increase, thus contributing to the effectiveness of these projects. The study shows a strong positive correlation between budget allocation and the effectiveness of data quality on M & E system, with a correlation of 0.8232 This implies that readily and adequately available funds within UTAP project of Intra-Health Namibia can significantly improve the effectiveness of data quality of M & E.

Furthermore , to answer the research question under the **qualitative section** of the study which aimed at understanding views and perceptions of the UTAP staff on the

influence of budget allocation for M&E, technical capacity, and project data quality on the effectiveness of UTAP's monitoring and evaluation system. Under the first maim theme which focused on the M&E team technical 29% of the respondents indicated that building capacity for m&e was very crucial in ensuring the m&e systems are effective. Furthermore, 20% also emphasized on the importance of training staff on the data quality dimensions. Also, under theme two, the results outcome demonstrated that majority 36 % of the staff members pecieved that data quality can influence decision making for the project and this can influence the effectiveness of the m&e systems.In terms of theme three which focused on the budget allocation , the staff that were involved in answering the section of the budget, they all illustrated that there were never a delay in the budget allocation for m&e activities.

In conclusion, both the qualitative and quantitative sections indicate similarities in the sense that both results demonstrated an agreement in the importance of training for m&e staff in ensuring the effectiveness of m&e systems with the quantitative results having indicated the highest response of 27% and the qualitative results 29% having provided a perception that training was important. Also, in terms of data quality the quantitative results also indicated a strong positive correlation with the effectiveness of m&e systems r=0.710 , similary majority 37% of the staff perceived data quality as being crucial to ensuring effective monitoring and evaluation systems. Therefore, to draw conlcusions the results both the quantitative and qualitative research questions outcome show similarities in their outcomes.

4.10 Discussion of findings

The study concerned with the Factors influencing the effectiveness of monitoring and evaluation systems: A case study of USAID HIV Clinical Services Technical Assistance Project by IntraHealth (2014-2018) in Namibia, namely M&E team technical capacity, data quality and budget allocation. Data was collected and analyzed in a manner that captured the variables in varying degrees of outcomes. The following paragraph will present the relationship of these findings with the underlying literature reviewed in chapter two of this study. The study recognized the competence of M&E staff as a factor influencing the effective M&E of UTAP project at Intra-Health

Namibia. Mugenda [38] notes that not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work, he avers that monitoring and evaluation carried out by 39 untrained and inexperienced people are bound to be time-consuming, costly, and the results generated could be impractical and irrelevant.

The current practice was in agreement with the view by Mukhererjee [59], who stated that to meet capacity needs, there should be hiring of right people who are already trained, training your staff, hiring external consultants for focused inputs and also ensure the capacity of good quality through removing disincentives and introducing incentives for learning, keeping track of staff performance through regular evaluation, striving for continuity of staff and finding highly qualified person to coordinate.

The study found a positive relationship between the budget allocation and M& E team technical capacity effectiveness. It found that adequate funds results in better actions during monitoring and evaluation of projects, thus resulting to better M & E. This was in agreement with James [60] on programme evaluation standards that evaluation planning budget could undoubtedly be more carefully estimated and actual expenditure on the evaluation more carefully monitored. The findings showed that M&E has separate budgetary allocations in agreement with Chaplowe [61], and the funds were sufficient to carry out planned activities. The amount allocated was between 5-10% of the project's budget, and the funds were used specifically for M&E activities, as Mushori [62] recommends. The study also found a strong positive correlation between M&E team technical capacity and data quality, with a correlation coefficient of 0.710. This implies that if organizations use effective M&E team technical capacity, the effectiveness of data quality projects will increase. In relation to other literature reviewed , the results similarly relate to the findings in the study by Matachi[29] , were the study revealed that (63%) of data was not collected due and project goals were not achieved due to the fact that (89%) of the project implememters did not have the technical M&E capacity. The study shows a strong positive correlation between budget allocation and the effectiveness of data quality on the M & E system, with a correlation of 0.8232. This implies that readily and adequately available funds within UTAP project of Intra-Health Namibia can significantly improve the effectiveness of data quality of M & E.

Furthermore, under objective 4 in relation to objective 2,the results indicated that the M&E training enabled correct data collection and consistency of M&E tools to collect data effectively , this are elements that can influence the data quality of projetc.This results converge with objective 2 , which showed a strong positive correlation between M&E team's technical capacity and data quality, with a correlation coefficient of 0.710.This implies that if organizations use effective M&E team technical capacity, the effectiveness of data quality projects will increase.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5. Conclusion and recommendations

5.1 Introduction

This study aimed to identify and analyse the factors that influenced the effectiveness of monitoring and evaluation systems for projects using the USAID Clinical Technical Services Assistance project (UTAP) as a case study in Namibia. The results of the study were presented in the previous chapter. In this chapter, a summary of the main findings, discussion, conclusion and recommendations will be made.

5.2 Conclusion of the study

The stsudy concluded that for an m&e system to be effective there needs to be considerations in ensuring continous training for staff and ensuring that there are qualified key staff for m&e. Furthermore, the study also identified that it is very imperative to have systems in place to ensure data quality. This will facilitate correct decision making . The study also revealed that there is a strong positive relationship between data quality, m&e technical capacity and budget for m&e in relation to establishing effective m&e systems. Therefore without this establishment , there is a possible risk in having a weak m&e system.

Also, in the qualitative results, majority of the staff members under the UTAP project highlighted similar perceptions to ensuring effective m&e systems.

In conclusion, the study showed that there was a an association between between M&E effectiveness and data quality, M&E technical capacity and budget allocation. This results converged with the the perceptions provided by the participants,were they emphasized that data quality ws crucial for successful project implementation. This translates that should data quality and m&e technical capacity fail, m&e systems will not be effective. This could pose greater risks in decision making, project management, resource allocation and succsseful implementation of projects.

5.3.Recommendations

The following are recommendations based on the findings of the study:

1. Key stakeholders such as Ministry of health and Social services, local NGOs and CSOs to prioritze staff training to equip them with the oversight skills and to be able to understand and trust the M&E process. This would ensure that the M&E process is guided by relevant skills and technical know-how, thus becoming highly effective.
2. The srudy recommends key policy makersand and leaders to invest funds into data management and training for m&e in country to reduce the gap of having professionals trained in M&E.
3. There should be proper budgeting practices that recognize the need for sufficient financial resources for monitoring and evaluation. The proportion budgeted for should be realistic and based on actual real expenditures. The leaders should continue to demand clear budget allocation to M&E and follow up on the precise breakdown of the budget during the M&E process.

5.4 Suggestions for further research

Based on the study outcomes, the researcher recommends further research on factors influencing M&E systems on a broader scale at a National level, focusing on the systems of the Ministry of Health and Social Services in Namibia. Furthermore, further research can focus on how data from the multiple M&E systems in the country and the data non-interoperability could pose as a factor in negatively influencing national M&E systems and, based on the outcomes, suggested models can be created to enhance M&E systems.

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7. Appendices

Appendix 7.1. ETHICAL CLEARANCE FROM THE UNIVERSITY OF NAMIBIA

UNAM
UNIVERSITY OF NAMIBIA

ETHICAL CLEARANCE CERTIFICATE

Ethical Clearance Reference Number: DEC OSH 0040 **Date:** 06/12/ 2022

This Ethical Clearance Certificate is issued by the University of Namibia Ethics Committee (REC) in accordance with the University of Namibia's Research Ethics Policy and Guidelines. Ethical approval is given in respect of undertakings contained in the Research Project outlined below. This Certificate is issued on the recommendations of the ethical evaluation done by the ethics committee.

Title of Project: FACTORS INFLUENCING THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS: A CASE STUDY OF USAID HIV CLINICAL SERVICES TECHNICAL ASSISTANCE PROJECT BY INTRAHEALTH (2014-2018) IN, NAMIBIA

Principal researcher: HILMA MWESHININGA ANDREAS

Staff Number/ Student number: 221030328

Remarks: Low Risk Approved with corrections

Centre for Research Services

Take note of the following:

1. Any significant changes in the conditions or undertakings outlined in the approved Proposal must be communicated to the ethics committee. An application to make amendments may be necessary.
2. Any breaches of ethical undertakings or practices that have an impact on ethical conduct of the research must be reported to the ethics committee
3. The Principal Researcher must report issues of ethical compliance to the ethics committee (through the Chairperson) at the end of the Project or as may be requested by the ethics committee
4. The ethics committee retains the right to:
   i) Withdraw or amend this Ethical Clearance if any unethical practices (as outlined in the Research Ethics Policy) have been detected or suspected,
   ii) Request for an ethical compliance report at any point during the course of the research.

The ethics committee wishes you the best in your research.

Prof Hans J Amukugo (Oshakati Campus Chairperson Decentralized Ethics Committee)

Prof. Davis Mumbengegwi (Head, Multidisciplinary Research)

Appendix 7.2 APPLICATION LETTER TO THE MINISTRY OF HEALTH AND SOCIAL SERVICES FOR PERMISSION TO CONDUCT THE STUDY.

P.O Box 61722
Katutura - Windhoek
27 February 2023

The Permanent Secretary
Ministry of Health and Social Services
Private Bag 13198
Windhoek Namibia

Dear Mr. Ben Nangombe

REQUEST FOR ETHICAL APPROVAL TO CONDUCT RESEARCH

My Name is Hilma M. Andreas, a final year student at the University of Namibia (UNAM) finalizing a master's in public health. As part of the requirements to complete my master's program, I am expected to conduct a research study and sought ethical clearance from the Ministry of Health and Social services.

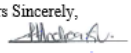
I am writing this letter to your good office to grant me ethical approval to conduct my research study. I am interested in conducting a study focusing on the factors influencing the effectiveness of monitoring and evaluation systems using the USAID HIV Clinical Services Technical Assistances Project (UTAP) implemented between (2014-2019) in Namibia, by IntraHealth as a case study. The study would require extractions of aggregated data from reports from produced by the NGO during the implementation of the project. Hence, access to various reports quarterly, monthly, and annual reports submitted to the donor and/or the ministry of Health will be required.

In Namibia National Strategic Framework (NSF) emphasized the need for Strategic information and empirical data as a fundamental asset in the management of the response of HIV projects. Furthermore, the framework clearly outlined that having adopted the Investment Framework and result-based management (RBM) approaches has led to an increased requirement for the provision of evidence-based information. Although, Namibia is highly reliable on the RBM approach for the provision of evidence-based information to make available strategic information for the Government and donors' requirements, the NSF mentions that there has been challenges within the M&E systems to producing quality data and coordination due to a lack of M&E competency, funding for research and standard M&E coordination framework. The challenges presented in the NSF are a result of the different multiple systems of stakeholders that partners in the HIV response to MHSS at various levels, which has caused struggles in maintaining data quality .

Although, there is literature on factors influencing M&E systems, there is relatively minimal studies in the Namibian context. It is against this background that this study aims to determine factors influencing the effectiveness of M&E systems in Namibia. I trust that the results of the study will contribute to the current gap in literature, help strengthen the National M&E system challenges as presented in the NSF and help to make recommendations to improve the effectiveness of the M&E systems for NGOs as implementing partners and in turn for the national systems within the ministry.

Please find attached to this letter, a completed application of Registration for research project and other supporting documents (ethics from UNAM,CV, Full proposal with questionnaires and proof of registration).I look forward to an opportunity to conducting this study at IntraHealth Namibia and sharing the findings with the Ministry of Health and Social Services.

Yours Sincerely,



Ms. Hilma M. Andreas
Cell: 0810384207/Tell:061-303 793
Email: hilmaandreas@gmail.com

Appendix 7.3. ETHICAL CLEARANCE FROM THE MINISTRY OF HEALTH AND SOCIAL SERVICES (MHSS)

REPUBLIC OF NAMIBIA

MINISTRY OF HEALTH AND SOCIAL SERVICES

Ministerial Building
Harvey Street
Private Bag 13198, Windhoek

OFFICE OF THE EXECUTIVE DIRECTOR

Tel: No: 061 -203 2507
Fax No: 061-222 558
Andreas.Shipanga@mhss.gov.na

Ref: 22/4/2/3
Enquiries: Mr. A. Shipanga

Date: 09 March 2023

Ms. Hilma M. Andreas
PO Box 61722
Katutura
Windhoek

Dear Ms. Andreas

Re: *Factors influencing the effectiveness of monitoring and evaluation systems: a case study of USAID HIV clinical services technical assistance project by IntraHealth (2014-2018) in, Namibia.*

1. Reference is made to your application to conduct the above-mentioned study.
2. The proposal has been evaluated and found to have merit.
3. **Kindly be informed that permission to conduct the study has been granted under the following conditions:**
   3.1 The data to be collected must only be used for academic purpose;
   3.2 No other data should be collected other than the data stated in the proposal;
   3.3 Stipulated ethical considerations in the protocol related to the protection of Human Subjects should be observed and adhered to, any violation thereof will lead to termination of the study at any stage;
   3.4 A quarterly report to be submitted to the Ministry's Research Unit;
   3.5 Preliminary findings to be submitted upon completion of the study;
   3.6 Final report to be submitted upon completion of the study;
   3.7 Separate permission should be sought from the Ministry for the publication of the findings.
4. All the cost implications that will result from this study will be the responsibility of the applicant and **not** of the MoHSS.

Yours sincerely,

BEN NANGOMBE
EXECUTIVE DIRECTOR

All official correspondence must be addressed to the Executive Director.

MyNAMIBIA

Appendix 7.4. ETHICAL CLEARANCE FROM INTRAHEALTH NAMIBIA FOR DATA COLLECTION FROM PARTICIPANTS

IntraHealth INTERNATIONAL
Because Health Workers Save Lives.

6340 Quadrangle Drive, Suite 200
Chapel Hill, North Carolina 27517
United States

Phone: 919.313.9100
Fax: 919.313.9108
Email: intrahealth@intrahealth.org

Dear Ms. Andreas

Re: Factors influencing the effectiveness of monitoring and evaluation systems: a case study of USAID HIV clinical services technical assistance project by IntraHealth (2014-2018) in Namibia.

Reference is made to your request to conduct the above-mentioned research for academic purposes.

Kindly be informed since you have sought ethical clearance from all relevant entities to gain access to the data, these entities include the University of Namibia (UNAM) Ethics Committee (REC) and the Ministry of Health and Social services (MHSS) in Namibia, which own the data, IntraHealth has no objection for you to proceed conducting the above research study as part of your fulfillment of your master's program in public health.

Kindly ensure you adhere to all the ethical conditions provided by the MOHSS and UNAM ethics committee.

Looking forward to learning your findings from this research study.

Wishing you the best in your research

Sincerely,

Kate Stratten

Deputy Chief Program Officer

IntraHealth International

Appendix 7.5. CONFIDETIALITY/CONSENT FORM

My name is Hilma Andreas, and I am conducting research on f**actors influencing the effectiveness of Monitoring and evaluation systems: A case study of USAID HIV Clinical Services Technical Assistance Project by IntraHealth (2014-2018) in, Namibia.**

I would like to invite you to take part in this survey, because you were employed under the UTAP project by IntraHealth International in Namibia under the Monitoring and Evaluation and/or Programs department between 2014 to 2018.

The research I am conducting has been approved by the UNAM Research Ethics Committee, Intrahealth International and b Ministry of Health, and Social Services (MHSS). I would appreciate it very much if you would complete this questionnaire, and I would like to assure you of the following:

a. You do not have to fill in this questionnaire if you do not want to.

b. You can stop filling in the questionnaire and stop participating at any time if you want to, and there will be no negative consequences for you.

c. Your participation is completely anonymous. This means that, even if I ask information that might identify you or if I know you, I am not allowed to make your identity known to anyone. When I report on my questionnaires' data and results, I will not mention any personal information about participants that might identify them.

d. All completed questionnaires and data will be stored in a safe and secure place, and only I will have access to it. After the study, all the questionnaires and data will be permanently deleted.

2. If you have any questions about this questionnaire, or if you do not understand anything, please feel free to ask me before you start with the questionnaire, and I will be happy to explain it to you.

3. If you want to know more about the research I am doing, please feel free to ask me, and I will be happy to tell you more.
4. You can reach me on my cell phone at +264 810384207 or send an e-mail to hilmaandreas@gmail.com.
5. It should take about 30 – 45 minutes maximum for you to complete the questionnaire.
6. If you want to contact the UNAM Centre for Research Services for more information or because you have a comment or complaint about this research or about me, please call (+ 264 61) 206 4673, or write an e-mail to research@unam.na. Please provide specific information.
7. Thank you very much for your willingness to participate in this research.

Signature and/or initials: ……. date of completion……..

Appendix 7.6 DATA COLLECTION QUESTIONNAIRE

Part. A: Demographics.

1. Gender of the respondent ***(tick box that apply)***

Female ☐ **Male** ☐

2. What is your age ***(specify number)***

3.What was your position under the UTAP project ***(indicate in the box below)***

4. How long have you worked for the UTAP project(Indicate actual number of years) ☐

Part. B: Factors Influencing the Effectiveness of Monitoring and Evaluation System. These questions are referring only to UTAP implemented by IntraHealth between 2014 and 2018.

M&E Team Technical Capacity

5. By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements concerning M&E Team technical capacity in relation to UTAP project in the organization.

5 – Strongly agree 4 – Agree 3 - Neutral 2 - Disagree 1 – Strongly disagree	1	2	3	4	5
5.1 Training in M&E was important in the enhancement of the effectiveness of M&E systems.					
5.2. All staff members directly or indirectly carring out Monitoring and evalaution activities had the knowledge on the project key perfomance.					
5.3. The program staff were skilled in handling of Monitoireng and Evaluation tasks (i.e gathering, summarizing and analysing data)					
5.5. Result-based performance was factored into personnel's annual performance appraisals					
5.6 Continous M&E trainings were conducted on performance gaps identified during perofmance appraisals results					

5.6. In your own words in what other ways did the training in M&E for the program influence the effectiveness (success) of monitoring and evaluation systems?

Data Quality

6.By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements concerning data quality in relation to the effectiveness of M&E systems for the UTAP project.

5 – Strongly agree 4 – Agree 3 - Neutral 2 - Disagree 1 – Strongly disagree	1	2	3	4	5
6.1. Data quality infuence the effectivness of M&E systems .					
6.2. The project carried out routine intensified data quality assessments					
6.3. Data collected provided accurate measurements of key performance indicators against the project targets.					
6.4. The project M&E system was likely to generate reliable information					
6.5. Data collection tools were clear and inclusive of all project key performance indicators					
6.6. There were clear M&E standard operating procedures on how to use the data collection tools					
6.7. Data collected was readily available for use when required.					
6.8. Data collection activities were conducted ethically. (i.e unique identifiers,lockabel cabinets, password protected laptops)					

6.9. In your own words in what other ways does data quality influence the effectiveness (success) of monitoring and evaluation systems?

7. By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements concerning M&E Budget Allocation in relation to the UTAP project in the organization.

Budget Allocation ***(Section for Finance and management only)***

5 – Strongly agree 4 – Agree 3 - Neutral 2 - Disagree 1 – Strongly disagree	1	2	3	4	5
7.1 Budget allocation influence the effectiveness of M&E systems					
7.2. The project provided sufficient funds for monitoring and evaluation activities (atleast 5-10% of projects budget)					
7.3. The budget allocated for M&E activities were released without dela7					

7.4. Where there any delay in funds dispersements by the donor due to unmet donor stipulated requirements ?

7.5. Was there a time when non-availability of funds affected implementation of M&E activities? (if yes, provide suggestions on how this could have been avoided)

8.What are the other factors that you suggest can influence M&E systems? ***(Select any one or more)***

1. Utilization of tools & techniques	☐
2.Availability of Staff	☐
3.Competency of M&E staff	☐
4. Training	☐
5. Any other (specify, can be more then 1)	