EFFECTS OF PARTICIPATORY BASED MONITORING AND EVALUATION APPROACH ON PROJECTS IMPLEMENTATION: A CASE OF TRADEMARK EAST AFRICA

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Abstract: Participatory monitoring and evaluation have conveyed knowledge thus effectively introducing new ways for strengthening learning at project and institutional level. PME is instrumental in different capacities such as: project planning and management, strengthening an organization's internal functions and performance thus enabling sustainability, analysis of stakeholder interests and understanding to develop a broad consensus on envisaged initiatives, and the joint assessment of project outcomes and impacts. In the same spirit this study topic was identified, and its main purpose was to determine effect of participatory based monitoring and evaluation approach on implementation of projects; the case of Trademark East Africa development projects. The aim of the study included: - to ascertain the influence of collaborative decision-making and problem-solving on project implementation at TMEA, to determine the influence of beneficiary ownership & participation on project implementation at TMEA, to determine the influence of transparency and accountability structures on project implementation at TMEA and, to determine the influence of institutional factors on project implementation at TMEA. The study used a descriptive survey design targeting all the 107 individuals who included 7 Project managers 15 Project coordinators, 5 Beneficiaries (Indirect Employees), 30 Project implementation and coordination team members and 50 other Stakeholders from KPA and other agencies based in Mombasa. This study used the Krejcie & Morgan sample table of 1970 to sample 86 respondents for the study. Data was collected using a semi-structured questionnaire that had both closed and open-ended questions. Qualitative data was analyzed using descriptions and elaborative explanations while, the quantitative data obtained was analyzed through inferential and descriptive statistics and presented through frequency tables, percentages and means. Results indicated that: majority of the respondents (45) supported the idea that collaborative decision-making and problem-solving has an influence on projects implementation; 55 respondents who represented 84.6% supported the idea that beneficiary ownership and participation has an influence on project implementation, 60 respondents supported the idea that transparency and accountability structures have an influence on projects implementation. Finally, majority of the respondents (mean of 4.5) agreed that institutional factors have an influence on projects implementation at Trademark East Africa. The study suggested future studies as follows:, similar studies can be done in other bureau and by extension in the whole country with specific focus on the direct beneficiaries; research can be re-done again (This is because the time spent in this study was not enough to cover all the massive information available in the organisation); and a study can be done to investigate the determinants of sustainability of projects implemented by TradeMark Company limited.

Keywords: projects implementation, collaborative decision-making and problem solving, beneficiary ownership and participation, transparency and accountability, and institutional factors.

1. INTRODUCTION

The World Bank (2014) defines participatory based and evaluation as a process that entails stakeholder involvement who can be outlined to include: beneficiaries of the project to be implemented, human resource, funding donors and community. Through this approach, the all stakeholders are involved in the design and implementation of the project monitoring and evaluation. This also includes identifying the project to be implemented, setting of the objectives and goals which will be achieved through the project and identification of the key indicators for the continuous monitoring and evaluation. As part of the project monitoring and evaluation approach, the stakeholders are taken part in collecting and analyzing data plus generating the lessons learnt. The project manager in charge of the project is also responsible for facilitation of the monitoring and evaluation process (Blair, 2016).

Participatory based Monitoring and Evaluation has also been defined as a process of evaluation of the effectiveness of performance and a means of generating knowledge and because of lessons learnt, stakeholders are able to take collective action thus enabling smooth implementation of projects. Participatory based Monitoring and Evaluation is a powerful tool in incorporating the perspectives, preferences and decisions of the powerless and most affected interested parties including the beneficiaries. Donaldson (2016) has defined Participatory based Monitoring and Evaluation as way of incorporating the locals who are direct beneficiaries of the project, agencies involved in development, and key policy makers in jointly agreeing on how to measure the project progress and what parameters should be captured and how results acted upon .on the other hand, Cooke and Kothari (2013) say that it is the step by step collection of facts relevant to overview and assessment of results of the project progress that allows for a self-evaluation and ultimately leads to the realignment of activities during their course.

Over the last decade there has been dramatic growth in the number of Non-Governmental Organizations involved in development aid, in both developed and developing countries. The total amount of public funds being spent through Non-Governmental Organizations has grown dramatically and the proportion of development aid going through Non-Governmental Organizations, relative to bilateral or multilateral agencies, has also increased (World Bank, 2016). Associated with the growth has been a growing concern about identifying the achievements of Non-Governmental Organizations. Internationally, donors, governments and Non-Governments are insisting upon participatory approaches in assessing needs and implementing programmes (ECOSOC, 2016).

With increased emphasis on the importance of participation in development, there is a growing recognition that monitoring and evaluation of development and other community-based initiatives should be participatory. There is also an increase in monitoring and evaluation by donors and governments. This is affected by several factors: the trend in many management circles towards performance-based accountability and management by results, growing scarcity of funds leading to a demand for demonstrated success, a new move towards decentralization and devolution, providing a need for new forms of oversight, and the growing capacity for Non-Governmental Organizations and Community-Based Organizations as actors in the development process (World Bank, 2014).

Guijt and Gaventa (2015) note that the challenges which have a negative impact on the participatory monitoring and evaluation include: a growing trend towards results-oriented contracting, unavailability of funds, adoption of decentralization and devolving functions of the central government leading to delegation of roles and responsibilities to junior levels of government. This necessitates the need for new ways of oversight to ensure accountability and value for money transparency.

Hickey and Mohan (2015) note that approaches to participation in have evolved with time. From 1940s to 50s, the colonial approach was community development and participation was regarded as an obligation of citizenship; citizenship formed in homogenous communities. The locus or level of engagement was a community. From 1960s to 1970s, the post-colonial era approach was community development, political participation and emancipatory participation and participation in form of voting, and campaigning. Political party membership was regarded as a right and obligation of the citizen.

In Kenya, project monitoring and evaluation has been for many decades synonymous with political participation. The political systems were organized around the clan. Each clan managed its own affairs, elected its own leaders, settled

disputes between its members, and held the brief and practice that all important decisions affecting the community could be made through a consensus of elders representing different clans constituting a particular community (IFAD, 2014).

1.1 Statement of the Problem:

Participatory Monitoring and Evaluation has since been adopted in implementation of projects as a means of reaching out to all stakeholders directly impacted by the project and ensuring participation in the implementation of the projects. However, despite the sounding implementation framework, most projects have increasingly been the agenda of discussions with negative feedback been echoed across Kenya. Total participation by everyone at all stages of an evaluation is neither possible, nor desirable in terms of either empowerment or reliability of information. Importantly, participation cannot be seen as an easy means for addressing (or circumventing) power relations, inequalities and conflicts of interest inherent in development itself.

Participatory processes do not substitute for institutional commitment to wider goals of pro-poor development which may or may not be key concerns of many participants. These have been expressed in the media reports, and various public forums. It is these issues that precipitate the researcher to undertake a scientific research as an attempt to assess whether or not these anomalies can be linked to the issue of participatory based monitoring and evaluation approach on project implementation at TradeMark East Africa.

Under the guidance of a partnership framework, Joint steering, coordination and implementation committees with representatives from TMEA, donor agency and key beneficiaries have been formed stipulating clear policies and regulations that assist in the development, implementation, monitoring and evaluation of the programmes with a commitment to focus on results, impact, and mutual accountability and to provide evidence towards aid effectiveness. However, a number of challenges are observed such as: lack of institutional commitment and capacity to implement effective participatory processes and power struggles during the participatory consultation, governance problems: weak policy management, implementation and monitoring capacity, public accountability systems and a downward accountability system hardly existing with low responsiveness of public institutions.

Besides, there are divergent views in the literature about participatory based monitoring and evaluation approaches to project development. According to World Bank (2002), Participatory Monitoring and Evaluation approaches increase ownership, autonomy, accountability and transparency and strengthens commitment to implement corrective actions in development projects (World Bank, 2002). Significant criticism has subsequently been levelled against the approach. Cooke and Kothari (2001) argue that, there has been an inexorable spread of participation as an approach that has produced tyrannical effects resulting in illegitimate and unjust exercises in power. Previous studies therefore document little evidence of the long-term effectiveness of participation in materially improving the conditions of the most vulnerable people or a strategy for social change. This is critical in understanding the relationship between participation and social change. It was thus necessary to examine these divergent views in line with the suggested participatory based monitoring and evaluation approach on project implementation in companies, a case of TradeMark East Africa.

1.2 Purpose of the Study:

The purpose of this study was to examine the effect of participatory based monitoring and evaluation approach on project implementation; a case of TradeMark East Africa.

1.3 Objectives of the Study:

The study was guided by the following objectives:

a) To determine the influence of collaborative decision-making and problem-solving on project implementation at TradeMark East Africa.

b) To determine the influence of beneficiary ownership and participation on project implementation at TradeMark East Africa.

c) To determine the influence of transparency and accountability structures on project implementation at TradeMark East Africa.

d) To determine the influence of institutional factors on project implementation at TradeMark East Africa.

1.4 Research Questions:

The study sought to answer the following research questions: -

a) What is the effect of collaborative decision-making & problem solving on Project Implementation at TradeMark East Africa?

b) What is the effect of collaborative beneficiary ownership & participation on Project Implementation?

c) What is the effect of transparency & accountability structures on Project Implementation at TradeMark East Africa?

d) What is the effect of institutional factors on Project Implementation at TradeMark East Africa?

1.5 Research Hypothesis:

The research was guided by the following alternative research hypotheses at 95% significant level normally denoted as H1

$H_{1:}$ Collaborative decision-making and problem-solving has a significant influence on project implementation at TradeMark East Africa.

$H_{1:}$ Beneficiary ownership and participation has a significant influence on project implementation at TradeMark East Africa.

$H_{1:}$ Transparency and accountability structures have a significant influence on project implementation at TradeMark East Africa.

$H_{1:}$ Institutional factors have a significant influence on project implementation at TradeMark East Africa.

1.6 Significance of the Study:

The study is expected to benefit to the following categories:

The project managers tasked with management and coordination of project activities will benefit from these findings.

This is since it will empower them to adopt this method (participatory monitoring and evaluation) as a means of monitoring and evaluation of interventions being implemented. In addition, the study will empower them on best practices that can be adopted to improve monitoring and evaluation.

The Monitoring and Evaluation officers will be equipped with knowledge which is useful in assessing the current monitoring and evaluation activities and altering ways of conducting the monitoring and evaluation so as to establish a monitoring system that is efficient, functional and inclusive.

The knowledge emanating from this study will be useful to the project implementation committee to strategically analyze and effectively evaluate projects in a more efficient manner.

The study findings will also be beneficial to all stakeholders whose awareness will be magnified on their responsibilities and levels of engagement in the project management and evaluation process thus eliminating disputes and incongruity arising from project development and implementation process.

The study seeks to contribute to the existing body of knowledge through an empirical investigation into participatory based monitoring and evaluation in projects development programmes in Kenya and its contribution to their outcomes. The research findings would also be a useful source of information for researchers, development practitioners and public policy formulators and analysts in Kenya and beyond.

2. LITERATURE REVIEW

2.1 Collaborative Problem Solving, Decision Making and Projects Implementation:

According to Agrawal and Ribot (2009), the implementation of any project requires clear thinking about the relative importance of stakeholders in achieving project outcomes. Since project monitoring and evaluation process involves collaboration of different individuals with varying expectations on the outcome of the project, conflicts are bound to arise owing to varying expectations.

Therefore, the project monitoring and evaluation process necessitates for effective consultations on with stakeholders nominating staff who will engage in the process, the parameters that will be monitored, the indicators for the monitoring plan, a communication strategy and the data to be collected and findings to be shared. Results of the PME findings are beneficial in guiding project teams on what went wrong and corrective action. The subsequent bits of knowledge can be used in redesigning the execution of PME enabling a sound communication strategy to be adopted (Bamberger, 2010).

Owing to varying interests, different stakeholders may be viewed as a threat thus a resistance to change may be encountered. Along these lines, for a PME process to convey, a culture that prizes development and transparency is required. It is additionally essential that standards, methodology and impetuses are set up that support transparency, responsibility, and learning. What's more, as intercessions happen more than quite a long while, adaptability is fundamental, since the number, part, and aptitudes of partners, and logical conditions change after some time (Agrawal and Ribot, 2009)

Obviously, enhanced administration arrangement and development require the information and joint effort of a large number of stakeholders. For the most part there are numerous partners associated with development, which may incorporate staff, standard experts, formal and community based associations and gatherings, NGOs, local government organizations, private sector legislators and business visionaries. The connection between office or obligation bearers and right holders may shape partner cooperation; the test is to touch base on a regular basis on expected desires, parts and duties (Donaldson, 2016).

Smooth associations are fundamental for productivity, to evade duplication and avert gaps. Nonetheless, this is easy to say than to be done. In a multi-partner setting, being sure about duties and quality norms, sharing data, undertaking joint assessment, and deliver on promises is regularly a test. System administration is tied in with enhancing connections between partners taking a shot at comparative issues in a casual or formal organization setting, for example, coordination of gatherings, avenues and dialogues among public and private sector players (AWEPA, 2015).

The 2004 World Development Report on pro-poor service delivery recognized perceived this issue and presented the 'responsibility system' that examines the linkages between natives, specialist organizations and strategy creators and how these can be utilized for enhancing execution. Welcoming essential partners to participate in a PME procedure just bodes well when it is centered around exercises that are generally inside the domain of activity of these actors: as such, when the essential partners infer that progressions are required, they can actualize the vast majority of the actions themselves, regardless of whether a few constraints recognized must be tended to at different levels (World Bank, 2014).

The implementing partner in any case, ought to be ready to deliberate findings that touching on their line of duty and follow up on these when necessary. There is nothing more demotivating for partners than to see their suggestions overlooked - this will rapidly prompt melt away interest and high drop-out rates may be observed. Thus, PME ought to be used selectively. If groups or essential partners have little impact on the intercession that will be executed in their midst, beginning a PME procedure with them isn't a smart thought (World Bank, 2016).

Under these conditions, different procedures might be more successful for reinforcing local governance for example, building data and correspondence streams, and making room for dialogue among stakeholders. Additionally, other social accountability sort of activities might be required to achieve local control over projects (AWEPA, 2015).

Partners specifically engaged with or influenced by the interventions intended to profit them have next to zero contribution to the assessment, either in deciding inquiries solicited and sorts from data got, or in characterizing measures of success. In light of these issues and reactions of ordinary monitoring and evaluation, better approaches for checking and assessing improvement have developed. These creative methodologies intend to make assessment more participatory and viable by including a more extensive scope of partners at each phase of the procedure (Abbot and Guijt, 2014). By empowering partner support past information gathering, PME is tied in with advancing confidence in basic leadership and critical thinking, in this way fortifying individuals' abilities to take action and advance change (Abbot and Guijt, 2014).

2.2 Beneficiary Ownership and Participation in Project Implementation:

The term local ownership is mentioned as often as possible in banters on improvement and brings into center the suggested restriction of outside monetary, support and peace building. What precisely local ownership implies with regards to peace building interventions has not been absolutely characterized up until this point. As a reaction to the difficulties being faced by the new millennium, numerous benefactors and multilateral organizations have stressed the requirement for local ownership (Brody, 2015).

Considering the writing about local ownership, clearly the term is not really used to imply full control over all viewpoints or ownership of the process by locals. Rather, ownership alludes to the respective capacities of various partners, their ability to set and assume liability for an intervention and to bolster for it. As to implementation of projects, the significance of local actors has been progressively recognized since the mid-1990s, with intervention exercises being increasingly conceptualized not as a top down process, but rather as a type of engagement that incorporates the whole society (Brody, 2015).

Experience has demonstrated that such exercises are unsustainable when that they are conceptualized completely by outcasts and simply executed locally. On the contrary, the locals must be incorporated in the project design and leadership for the procedure to work by any means (Banerjee et al., 2010). It is important for long haul manageability that endeavors are locally considered and driven. This implies that the project management practices of today calls not only for increased participation but rather complete ownership for process, keeping in mind the end goal to ensure viability and manageability. This is the reason local ownership could build up itself as one of the key standards in UN operations. While locals would concede to this guideline, there are probably going to be huge contrasts in the view of locals and specifically the suggestions for third parties (Donaldson, 2016).

The term local ownership remains quite unclear in its use, especially in policy papers, which have-but unexpectedly-attracted regard for the thought. Indeed, even in theoretical structures, where the significance of local ownership is featured, the solid importance or ramifications of such a directing rule is scarcely talked about. The same is valid for the term local peace actors, where there is little reflection on which people or gatherings this really alludes to. Calling for local ownership infers requiring the withdrawal of outside control of task forms and for involvement of third party association (Johnson, et al. 2014).

The local partners selected mirrors the standards, qualities and interests of the outside party. This involves a choice-regularly taken from abroad-regarding who the recipients of financial resources and support might be, making a specific power move. This power move may ultimately destabilize the framework and cultivate a social change which won't be considering a legitimate concern for a greater part of the locals. Consequently, the power which outsiders have in their grasp can for sure be gigantic, even though it ought not be overestimated (Blair, 2016).

Failure to incorporate key stakeholders in the early stages of project planning will result in partners who can't be relied upon and are considered undependable. Incorporating and engaging key stakeholders involved in the project will ensure full participation, and ownership thus creating a culture of joint-critical thinking teamwork (World Bank, 2014). To ensure increased accountability and responsiveness among beneficiaries, participatory approaches should be incorporated in project management practices. A clear communication strategy should be developed to ensure information is shared across all stakeholders (ECOSOC, 2016).

These restrictions emerging from the distinctions in social systematization are legitimate for legislative and additionally non-administrative exercises, shaping an extensive difficulty for influencing positive change in solving conflict. The significance given to discernments, understandings and social standards includes profoundly charged social practices. In this manner receptiveness to the direct of more casual social foundations is fundamental for fruitful for success in the implementation of projects. Thus, the locals are very instrumental in determining the success or failure of the interventions (Abbot and Guijt, 2014). Local actors would not exclusively be associated with the collection of data or formulation of strategy yet ought to be empowered to decide on the agenda and management of budget themselves, even choose who the recipients of the interventions (Flinders, 2015).

2.3 Transparency, Accountability and Project Implementation.

Transparency and accountability have shaped different development activities with stakeholders paying more attention to initiatives undertaken to establish achievements gained as a way of addressing project failures, transparency and accountability is now widely adopted in line with project management (Ringold, 2012). Accountability plays a role in curbing misappropriation of funds ensuring value for money and enhances efficiency with aid resources being utilized for the intended purpose thus aid interventions will ultimately achieve the desired results (Bovens, 2017).

Constant lobbying by non-governmental organizations and civil societies for rigorous accountability mechanisms in the development arena is viewed as a voice to the voiceless thus promoting awareness and empowerment. The 2004 World Development Report noted that social accountability is deemed important in ensuring effective service delivery. The absence of accountability mechanisms leads to corruption, open spending cuts misuse of public funds and donor aid including poor project management approaches (World Bank, 2014).

Over the years, politics has played a role in achievement of development goals with dialogues with the state on accountability and transparency transpiring as scholars questioning the role of the state in ensuring transparency and accountability systems are in place to ensure donor funds are utilized as intended to achieve development. Many have contended that constrained viability of state responsibility has undermined the accomplishment of advancement objectives (Ringold et al., 2012).

This is particularly essential in a time of limited aid and measures put in place to curb spending in the donor countries. A key benefactor in the field the Department for International Development (DFID), views accountability as a necessity to ensure quality output is achieved thus benefits emanating from the projects are felt keeping in mind the end goal is to make the most of each penny. Accountability mechanisms should be set in place to ensure that authorities are responsible for their duties and the poorest individuals can access opportunities and resources (Chamber of the European Union, 2010)

Ringold et al. (2012) point out that to effectively achieve the desired results, awareness on basic individual rights and service quality expectations and ability to utilize existing channels to lobby for change among the top organs can impact the quality of service being delivered. They also point out that the key conclusion of this method is that individuals are empowered and knowledgeable thus applying knowledge gained on services and can influence change at their level.

2.4 Institutional Factors and Projects Implementation.

In project planning and implementation, most organizations adopt different approaches towards monitoring and evaluation. However, complex bureaucratic systems adopted have been shunned open owing to inefficiency, slow decision making, poor coordination and management of project activities. In general, when the set systems don't work as expected, an absence of coordination is most likely the main driver of project disruptions and failures. For project planning and design, implementation, monitoring and evaluation, it is necessary that an institution make structural changes towards ensuring that a simple hierarchy of management is adopted to ensure smooth decision making, efficiency and problem solving (Banerjee, et al 2010).

For smooth implementation, Government involvement may be necessary, but care should be exercised in ensuring that politics does not take center stage as an agenda thus disrupting the project (Freeman, 2014). Project managers should be equipped with the necessary skills and training to carry out their role and responsibilities. This is because they oversee delivering the project on time and ensuring quality standards are met. Project managers should be appointed on merit and their skills should match the job description as required (Gran's, 2013).

The project managers should be empowered to make decisions in their line of duty while effectively delegating other responsibilities to their counterpart project staff. Continuous training on project management best practices is essential thus enhancing their managerial skills which are necessary in navigating complexities and risks associated with the project. The success of the project is dependent on the project managers they should be equipped with the right skills and authority to make decisions to ensure they deliver on the project (Diamond, 2009).

A communication strategy that incorporates all stakeholders involved in the project is important raising awareness levels and increasing responsiveness. Monitoring exercise should be participatory in nature thus informing all stakeholders on the progress achieved so far. For the implementation of projects, special purpose vehicles can be set up to implement projects or community-based organizations. However, the process of setting up these organizations is not easy. At the same time the tendency of successful NGOs to become very large should be monitored, otherwise they might attract most of the disadvantages of a large bureaucratic organization (Hickey and Mohan, 2015).

2.5 Theoretical Framework:

This study was guided by two theories i.e Community Action Planning (CAP) Theory and Empowerment Theory.

2.5.1 Community Action Planning (CAP):

Theory Community Action Planning (CAP) was developed by Hamdi and Goethert (1997). This theory that empowers communities to design, implement and manage their own development programs. CAP theory is participatory, community based, problem driven and fast. Community participation is at the core of CAP and its focus is creating coalitions and partnerships thus participation occurs when people and organizations are convinced that their interests will be better served in partnerships than without them. This theory is relevant to this study since it sets a clear principle on effective

community or organization participation in development projects. The model focuses on who participates in organization-based development effort and at what level. Efficient development plans should visibly show the people or employees who will participate and since welcoming all the employees or people involved is hard to manage so it is always good to design a strategy that will make sure that there is a fair representation of everybody (Cruz-Arcila, 2013).

This theory continues to urge that communities and organizations together with their groups have to be responsible for the initiation, planning, design, implementation and maintenance of development projects in their environments. CPA explains that residences of a community must be made to participate in any development project in their environment. As community residents know their problems more than any other outside consultant or government. Therefore, getting their input and having them to help decide the design of the project brings a sense of ownership and success of the project (World Bank, 2016).

2.5.2 Empowerment Theory:

This theory was developed by Hur (1997). It covers various measurements of life. Hur (1997) contends that empowerment theories are concerned with the procedure, as well as with results that can create more noteworthy access to assets and power for the hindered. An engaging intercession is what manufactures limit of people to decidedly impact their prosperity results. Much the same as social capital, strengthening is agent at different levels: individual or individual, interpersonal, authoritative, group, and aggregate (Hur, 2012).

 Zimmerman (2009) watches that the concentration of both empowerment theories and practice is to comprehend and fortify procedures and setting where people pick up authority and control over choices that influence their lives. Accordingly, intercessions that give certifiable chances to people to take an interest may help them build up a feeling of mental strengthening (Zimmerman, 2009). Regularly, an enabling advancement process may start with an ecological appraisal of the chances to take an interest and create techniques to incorporate members in the outline, usage, observing and assessment of intercessions. Empowerment, be that as it may, is not a panacea for all individual and social illness. It has been defined as excessively individualistic and strife situated, bringing about an accentuation on authority and control as opposed to collaboration and group (Hur, 1997). As per Hur (1997), in spite of the fact that the act of empowering is successful for the evacuation of feebleness, certain elements still exist that may hinder the indication of strengthening.
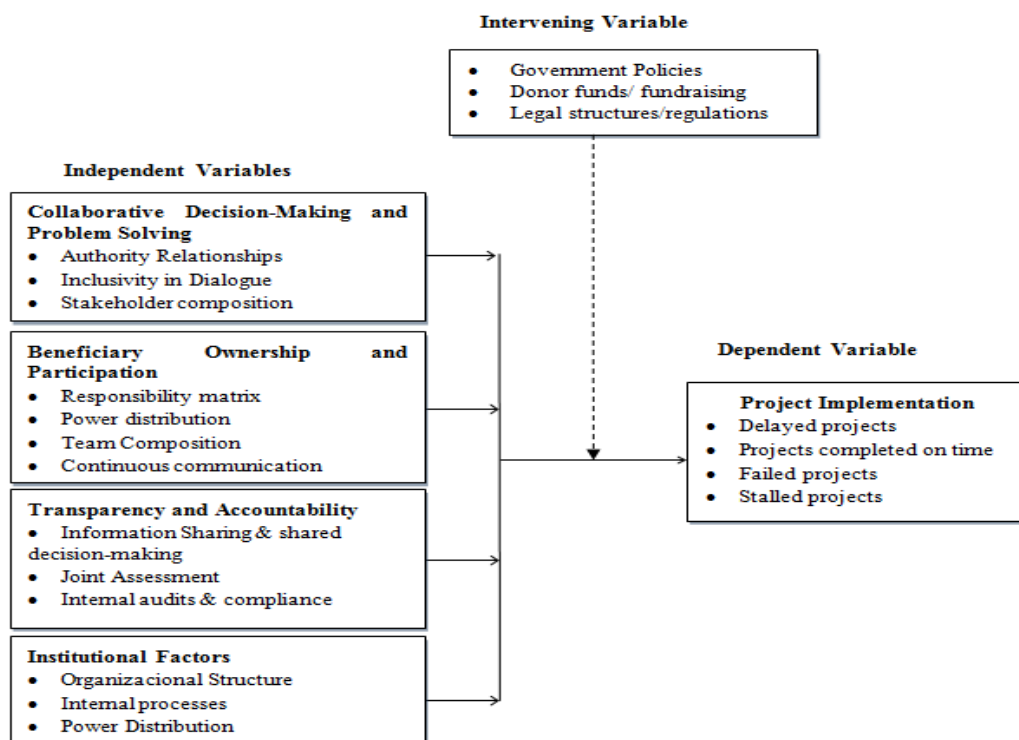
2.6 Conceptual framework:

Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1 Research Design:

The study adopted a descriptive survey design. According to Orodho (2004), descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Descriptive survey design was relevant to this study because it is suitable for collecting original data to describe a population that is too large to be observed directly. According to Kothari (2005), the main advantage of this type of design is that it enables the researcher to assess the situation within the study area at the time of the study.

3.2 Target Population:

Mugenda and Mugenda (2003) state that, population is an entire group of individuals, events or objects having a common observable characteristic. Another definition for the term population can be explained as the whole set of field or area that can be studied: individuals, objects, animals, plants, institutions from which a sample may be collected (Shao, 1999). The population that was targeted included all the project management committee members charged with the responsibility of monitoring and evaluating. The target for the study was a population of 107 individuals. Table 3.1 demonstrates target population as per category.

Table 3.1: Target Population

Category	Number
Project managers	7
Project coordinators	15
Beneficiaries (Indirect Employees)	5
Project implementation and coordination team members	30
Other Stakeholders	50
Total	**107**

3.3 Sample Size and Sampling Technique:

Kothari (2005) notes the significance of selecting a representative sample by way of modelling a sampling frame. From the population frame the required number of subjects, respondents, elements or firms will be selected in order to make a sample. A sample of the target population was used rather than the entire workforce because of logistical and time constraints. A sampling frame was developed to guide the sampling process. A sampling frame refers to the list used to select a sample from the target population (Orodho and Kombo, 2002). This list had to be accurate and complete to ensure that members of the population were adequately represented. The study used a sampling frame of project managers and team members. The sampling frame was categorized into project managers and team members.

Mugenda & Mugenda (2003) define a sample size as the representative of the target population in a study that represents he same characteristics as those in the real population. According to them, a sample population of 10% is considered when the target population is less than 10,000. This study used the Krejcie & Morgan sample table of 1970 to sample 86 respondents for the study, that was later coupled with stratified sampling whereby the target population was put into stratum as per their characteristics and the exact sample population calculated using (N/107) x86: where N is the target population in each stratum, 107 is the total target population is all the stratum, and 86 is the value gotten from Krejcie and Morgan sample table of 1970. This is generally aimed at giving the respondents from each stratum an equal opportunity.

Table 3.2: Sample Size

Category	N(Population)	n=Sample(N/107)x86
Project managers	07	6
Project coordinators	15	12
Beneficiaries (Indirect Employees)	05	4
Project implementation and coordination team members	30	24
Other Stakeholders	50	40
Total	107	86

3.4 Data Collection Instruments:

Data pertaining the study was collected using questionnaires. A questionnaire is a form consisting of interrelated questions prepared by the researcher about the research problem, based on the objectives of the study (Amin, 2005). The questionnaires comprised of both closed and open-ended items that required respondents to express their personal views about questions asked. The researcher used the questionnaires in that questionnaires were more efficient because they require less time, they are less expensive and permit collection of data from a wide population (Kothari, 2005). Moreover, the respondents were literate, and therefore familiar with the language used in the questionnaires.

3.4.1 Collaborative Problem Solving, Decision-Making and the Implementation of Projects:

Respondents were asked whether they supported the idea that there is an influence of collaborative problem-solving and decision-making on projects implementation in their company and results below arrived at as shown on table 3.3.

Table 3.3: Collaborative Problem Solving, Decision Making and Projects Implementation

Gender	Frequency	Percentage
Yes	45	69.23%
No	20	30.77%
Total	**65**	**100%**

The findings in the table 4.5 show that 45 respondents (representing 69.23%) supported the idea, while 20 respondents disagreed with the assertion that there is an influence of collaborative problem-solving & decision-making on project implementation in their company. These views represented 30.77% of the respondents. When asked to give their reasons for the above responses in another separate open-ended question, on average, over 50% of the respondents argued that for projects to be implemented effectively in any organisation, there must be common understanding, team work, one way of seeing the objectives and goals of the organisation, there must common ways of identifying problems/issues that could negatively affect the achievement negatively and later on; a common strategy to solve these issues. However, respondents who went for no mentioned two issues. They mentioned the role of perceptions and the organization's culture. They argued that minus the two, the idea of collaborative problem-solving and decision-making may be just a dead thing.

3.4.2 Rating of Collaborative Problem Solving, Decision-Making and Projects Implementation:

Respondents were asked to rate in a scale of 1-5 on how they agreed with the following statements where: Strongly Disagree = 1, disagree = 2, neutral =3, agree =4 strongly agree =5 and results were given in the table below.

Table 3.4: Degree of Support on Collaborative Problem-Solving and Decision-Making

Statement	1	2	3	4	5	Mean	STD dv
The Steering Committee shows high commitment to ensuring good governance.	2	2	4	24	33	4.2	0.991
The organisation supports inclusivity of all stakeholders to ensure collaboration during project implementation.	9	2	9	22	23	3.7	0.87
The composition of the board has an effect on project implementation.	3	9	2	20	31	4.3	0.876
Information sharing has an effect on project implementation.	8	9	7	30	11	3.4	0.654
Problems are solved in a timely and efficient manner.	6	9	7	22	16	3.5	0.661

The idea that steering committee shows a higher commitment to ensuring good governance had a calculated mean of 3.2 showing that on average, respondents agreed with the statement. The pattern was that: 2 strongly disagreed with the statement, 2 agreed, 4 were neutral, 24 agreed while the remaining 33 strongly agreed with the statement. The organisation supports inclusivity of all stakeholders to ensure collaboration during project implementation had a mean of 3.7 meaning that respondents agreed. This was gotten from the general trend whereby 9 strongly disagreed with the statement, 2 disagreed, 9 were neutral, 22 agreed while the remaining 23 strongly agreed with the statement.

The composition of the board has an effect on project implementation had a mean of 3.3 showing that on average the respondents agreed with the statement. The trend of rating is that, 3 strongly disagreed with the statement, 9 disagreed, 2 were neutral, 20 agreed while the remaining 31 strongly agreed with the statement. Information sharing has an effect on

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project implementation had a calculated mean of 3.4 indicating that on average, the respondents weakly agreed with the issue. The trend of rating is that, 8 strongly disagreed with the statement, 9 disagreed, 7 were neutral, 30 agreed while the remaining 11 strongly agreed with the statement. Problems are solved in a timely and efficient manner attracted a calculated mean of 3.5 meaning that on average the respondents agreed with the statement. Generally, the trend of rating is that, 6 strongly disagreed with the statement, 9 disagreed, 7 were neutral, 22 agreed while the remaining 16 strongly agreed with the statement.

Table 3.5 Hypothesis Testing

$H_{0:}$ Collaborative decision-making and problem-solving has no influence on project implementation at TradeMark East Africa.

$H_{1:}$ Collaborative decision-making and problem-solving has an influence on project implementation at TradeMark East Africa.

f	f_e	f_d	$(f_d)^2$	$(f_d)^2/f_e$
5	13	-8	64	4.92
5	13	-8	64	4.92
10	13	-3	9	0.69
20	13	7	49	3.77
25	13	12	144	11.1
			$\sum (f_d)^2/f_e = 25.4$	

$\chi^2_C = 25.4 > \chi^2_{\propto 0.05}$ **88 at 4** degrees of freedom and 5% level of confidence.

Since the calculate   quare value of 25.4 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, collaborative decision-making and problem-solving has an influence on project implementation at TradeMark East Africa.

3.5 Beneficiary Ownership and Participation's Influence on Projects Implementation:

A series of questions that ranged from open ended to close ended were asked to respondents and the report given in the sub sections below:

3.5.1 Open Ended Question on the Influence of Beneficiary Ownership and Participation on Projects Implementation:

An open-ended question was asked to inquire whether respondents felt that there is an Influence of beneficiary ownership and participation on projects implementation had responses as follows: From the field information, 55 respondents who represented 84.6% supported the idea while the remaining 15.4% went against. This means that on average, over 50% of the respondents went for the yes answer.

When asked to support their answer, over 84% of the respondents argued that, for example when the organisation is made of proper qualified staff, there are proper channels of communication, proper motivation that makes everyone feel like h/she owns the company and many more, results are likely to be achieved.

Table: 3.6: Extent to Which Beneficiary Ownership and Participation Influences Projects Implementation

Statement	1	2	3	4	5	Mean	STD Dev
The responsibility matrix has an effect on project implementation.	5	5	10	20	25	4.15	0.976
Power distribution at all levels of the organisation has a significant influence in the implementation of projects.	5	6	10	24	20	3.7	0.786
Adequacy of communication from the project team to the beneficiary is important.	5	5	19	16	20	3.6	0.66
Democracy and equity in employment patterns has an effect on project implementation.	5	5	10	20	25	4.15	0.87

The results in the table show that strongly 5 respondents strongly disagreed, while 5 respondents went for disagree and another 10 were neutral, while 20 respondents went for agree and the remaining 25 went for strongly agree. Means were

calculated, and computed results as follows: In relation to the responsibility matrix has an effect on project implementation, the calculated mean was 4.15; meaning the respondents with the statement.

In relation to the idea that power distribution at all levels of the organization has a significant influence in the implementation of projects, the calculated mean of 3.7 was achieved and it indicated that, the respondents agreed with the statement. On the rating response, 5 strongly disagreed with the statement, 6 disagreed, 10 were neutral, 24 agreed while the remaining 20 strongly agreed with the statement. On the third statement that read, adequacy of communication from the project team to the beneficiary is important, a mean of 3.6 meaning that the respondents on average agreed with the statement. The general trend of the responses was; 5 strongly disagreed with the statement, 5 disagreed, 19 were neutral, 16 agreed while the remaining 20 strongly agreed with the statement. The general trend of the responses on a Likert scale for the last statement that read, democracy and equity in employment patterns has an effect on project Implementation were; 5 strongly disagreed with the statement, 5 disagreed, 10 were neutral, 20 agreed while the remaining 24 strongly agreed with the statement. This had an average value of 4.15, meaning that on average the respondents agreed with the statement.

Table 3.7 Hypothesis Testing by use of Chi-Square

H$_0$: Beneficiary ownership and participation has no influence on project implementation at TradeMark East Africa.

H$_1$: Beneficiary ownership and participation has an influence on project implementation at TradeMark East Africa.

f	f$_e$	f$_d$	(f$_d$)^2	(f$_d$)^2/fe
4	13	-9	81	6.23
3	13	-10	100	7.69
10	13	-3	9	0.69
23	13	10	100	7.69
25	13	12	144	11.1
			$\sum$ (f$_d$)^2/fe= 33.4	

$\chi^2{}_C$ =**33.4**> $\chi^2{}_{\propto \ 0.05}$ = **t 4** degrees of freedom and 5% level of confidence.

Whereas the calculated chi-square value of 33.4 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, beneficiary ownership and participation has an influence on project implementation at TradeMark East Africa.

3.6 Transparency and Accountability Structures' Influence on Projects Implementation:

The respondents were asked a number of questions in relation to an item on transparency and accountability structures and their influence on projects implementation and results given as follows.

3.6.1 Support of Transparency and Accountability Structures on Project Implementation

Respondents were asked question to on whether they supported the idea that Beneficiary Ownership & Participation has an influence on the Project Implementation in the company and responses shown in table 4. 8 below.

Table 3.8: Response on Transparency & Accountability Structures

Gender	Frequency	Percentage
Yes	60	92.3%
No	5	7.7%
Total	**65**	**100%**

From the responses, 60 respondents supported the idea by saying yes while 5 of the total 65 went against the idea. This represented 92.7% and 7.7% respectively. When asked to give their reasons for the above responses in an open-ended question, those who argued for the idea said that, with zero corruption and accountability, vital resources like time, money, and other capital good will never be messed up in any company and this will lead to continued operations.

Table 4.9: Rating of Transparency and Accountability Structures in Relation to Projects Implementation

Factor	1	2	3	4	5	Mean	Std dev
The manner in which complaints are addressed has an effect on project implementation.	6	10	17	20	12	3.3	0.51
Beneficiary oversight will make projects more responsive to the needs of the beneficiaries.	4	3	10	23	25	3.9	0.89
Internal audits have an effect on project implementation.	7	2	12	22	22	3.7	0.92
The communication feedback system is important to project implementation.	5	7	9	22	22	3.7	0.99

From the computed means, the respondents on average had their views as follows: in relation to the idea that the manner in which complaints are addressed has an effect on project implementation, a calculated mean of 3.3 was computed and it showed that respondents went for neutral idea. On the rating response, 6 strongly disagreed with the statement, 10 disagreed, 17 were neutral, 20 agreed while the remaining 12 strongly agreed with the statement. In relation to the idea that beneficiary oversight will make projects more responsive to the needs of the beneficiaries, M=3.9 meaning that on average the respondents argued that this was agreed on. On the rating response, 4 strongly disagreed with the statement, 3 disagreed, 10 were neutral, 23 agreed while the remaining 25 strongly agreed with the statement. Internal audits have an effect on project implementation had an average as M=3.7; meaning that on average the respondents went for agree. On the rating response, 7 strongly disagreed with the statement, 2 disagreed, 12 were neutral, 22 agreed while the remaining 22 strongly agreed with the statement. Finally, the idea that communication feedback system is important to project implementation had the mean as, M=3.7; meaning the respondents on average went for agree. On the rating response, 5 strongly disagreed with the statement, 7 disagreed, 9 were neutral, 22 agreed while the remaining 22 strongly agreed with the statement.

Table 3.10 Hypothesis Testing by use of Chi-Square

H_0: Transparency and accountability structures have no influence on project implementation at TradeMark East Africa.

H_1: Transparency and accountability structures have an influence on project implementation at TradeMark East Africa.

f	f_e	f_d	$(f_d)^2$	$(f_d)^2$/fe
2	13	-11	121	9.3
2	13	-11	121	9.3
4	13	-9	81	6.23
24	13	11	121	9.3
33	13	20	400	30.77
			$\sum (f_d)^2$/fe = 64.9	

$\chi^2{}_C = 64.9 > \chi^2 \propto {}_{0.05}$ **88** at 4 degrees of freedom and 5% level of confidence.

Whereas the calculated chi-square value of 64.9 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, Transparency and accountability structures have an influence on project implementation at TradeMark East Africa.

3.7 Effect of Institutional Factors on Projects Implementation:

Table.4.11: Extent of Effects of Institutional Factors on Project Implementation

Factor	1	2	3	4	5	Mean	Std dev
Management support.	2	7	14	20	22	3.8	0.987
The power distribution.	5	8	9	20	23	4.6	1.01
Organisation structure & design.	0	5	9	18	33	4.5	0.98

From the table 3.5 the calculated means for each of those statements showed that, Management support had an average mean of M=3.8 indicating that on average the respondents said the issue has been considered to great extent. The figures in rating were given in that, 2 respondents went for not at all, 7 went for little extent, 14 went for moderate extent, 20 went for great extent while the rest 22 went for very great extent. The power distribution had a mean of M=4.6 meaning that respondents went for very great extent on average. The rating figures were given in the sense that, 5 respondents went for not at all, 8 went for little extent, 9 went for moderate extent, 20 went for great extent while the rest 22 went for very great extent. Organization structure & design attracted a mean of M =4.5 indicating that the respondents felt that this was done to a very great extent. The trend saw 0 respondents who went for not at all, 4 who went for little extent, 10 went for moderate extent, 16 went for great extent while the rest 35 went for very great extent.

When respondents were asked an open ended question that aimed at providing them an opportunity to further clarify their responses and share their ideas, a number of arguments were noted: Over 95% of the respondents mentioned that, Management support has an effect on project implementation, 79% argued that, Employee competence has an effect on project implementation, 83% said that, The beneficiary organization structure & design has an effect on project implementation, The education level of project team have an effect on project idea was supported by 88%, Managerial support has an effect on project implementation attracted 90% support and 70% of the respondents argued that, Governance has an effect on project management.

Table 4.12: Demonstrating Chi-Square Testing for the fourth Hypothesis

f	f_e	f_d	$(f_d)^2$	$(f_d)^2$/fe	
5	13	-8	64	4.92	
8	13	-5	25	1.92	
9	13	-4	4	0.31	
20	13	7	49	3.77	
23	13	10	100	7.69	
			$\sum$ $(f_d)^2$/fe = 18.61		

$\chi^2{}_C$ =**18.61**> $\chi^2 \propto$ $_{0.05}$ **488** at 4 degrees of freedom and 5% level of confidence.

Whereas the calculated chi-square value of 18.61is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Thus, institutional factors have a significant influence on project implementation at TradeMark East Africa.

4. DISCUSSION OF FINDINGS

Results from the above have shown several issues that are tied with the finding in the review of the secondary information in the literature review. In this regard to the first objective that sought to determine the influence of collaborative decision-making and problem-solving on projects implementation 45 of the 65 respondents supported the idea .When asked to give their reasons for the above responses on average, over 50% of the respondents argued that for projects to be implemented effectively in any organization, there must be: common understanding, team work, one way of seeing the objectives and goals of the organization, there must common ways of identifying problems/issues that could negatively affect the achievement negatively and later; a common strategy to solve these issues. Asserting to these findings are Agrawal and Ribot (2009) who have shown that, the implementation of any project requires clear thinking about the relative importance of stakeholders in achieving project outcomes. Stakeholders have varying interests and needs thus a project monitoring and evaluation process requires different ways of engagement to navigate institutional politics and issues of power and control. Therefore, collaboration is core and it must be enhanced through understanding. World Bank (2014) also asserts that, for a PME process to deliver, a culture that prizes development and transparency is required. It is additionally essential that standards, methodology and impetuses are set up that support transparency, responsibility, and learning. What's more, as intercessions happen more than quite a long while, adaptability is fundamental, since the number, part, and aptitudes of partners, and logical conditions change after some time.

In relation to the second objective which sought to determine the influence of beneficiary ownership and participation on project implementation, respondents felt that there is an influence of beneficiary ownership and participation on projects implementation. 55 respondents who represented 84.6% supported the idea while the remaining 15.4% went against. On a

rating response, that sought to seek whether power distribution at all levels of the organization has a significant influence in the implementation of projects 5 respondents strongly disagreed with the statement, 6 disagreed, 10 were neutral, 24 agreed while the remaining 20 strongly agreed with the statement. The calculated mean of 3.7 was achieved and it indicated that, the respondents agreed with the statement. Banerjee et al., (2010) support this by arguing that, as to implementation of projects, the significance of local actors has been progressively recognized since the mid-1990s, with intervention exercises being increasingly conceptualized not as a top down process, but rather as a type of engagement that incorporates the whole society. Experience has demonstrated that such exercises are unsustainable when that they are conceptualized completely by outcasts and simply executed locally. On the contrary, the locals must be incorporated in the project design and leadership for the procedure to work by any means.

On the third objective that sought to determine the influence of transparency and accountability structures on project implementation, 60 respondents supported the idea by saying yes while 5 of the total 65 went against the idea. This represented 92.7% and 7.7% respectively. When asked to give their reasons for the above responses in an open-ended question, those who argued for the idea said that, with zero corruption and accountability, vital resources like time, money, and other capital good will never be messed up in any company and this will lead to continued operations. From the computed means, the respondents on average had their views as follows: in relation to the way complaints are addressed has an effect on project implementation, a calculated mean of 3.3 been computed and it showed that respondents went for neutral idea. In agreement to this are McGee and Gaventa (2015) who elaborate on three outcomes emanating from interventions that have social accountability mechanisms: Outcomes of a democratic nature: these outcomes create awareness, well planned and executed and a clear communication plan with precise engagement amongst natives and the state is in place. Development based outcomes: delivery of service is felt including performance of the public sector. Outcomes on Empowerment: Heightened capability to advocate for the needs of the voiceless and marginalized groups. Ringold et al. (2012) also point out that to effectively achieve the desired results, awareness on basic individual rights and service quality expectations and ability to utilize existing channels to lobby for change among the top organs can impact the quality of service being delivered. They also point out that the key conclusion of this method is that individuals are empowered and knowledgeable thus applying knowledge gained on services and can influence change at their level.

In relation to the last objective that sought to determine the influence of institutional factors on project implementation responses were as follows: the calculated means showed that, Management support had an average mean of M=3.8 indicating that on average the respondents said the issue has been considered to great extent. Respondents when asked an open-ended question that aimed at giving them an opportunity to explain their responses and bring in their ideas, a number of arguments were arrived at: for example, over 95% of the respondents argued that, Management support has an effect on project implementation, 79% argued that, Employee competence has an effect on project implementation, 83% said that, the beneficiary organization structure and design has an effect on project implementation etc. According to Freeman (2014), institutional arrangements have an important bearing on the successful implementation of projects; in project planning and implementation, most organizations adopt different approaches towards monitoring and evaluation. For project planning and design, implementation, monitoring and evaluation, it is necessary that an institution make structural changes towards ensuring that s simple hierarchy of management is adopted to ensure smooth decision making, efficiency and problem solving. Also, Diamond (2009) argues that, successful projects require good project management. The project managers should be empowered to make decisions in their line of duty while effectively delegating other responsibilities to their counterpart project staff. Continuous training on project management best practices is essential thus enhancing their managerial skills which are necessary in navigating complexities and risks associated with the project. The success of the project is dependent on the project managers they should be equipped with the right skills and authority to make decisions to ensure they deliver on the project.

5. CONCLUSIONS

From the literature that has been reviewed and the findings from the field, it can be concluded that:

Participatory monitoring and evaluation significantly influence the implementation of projects run by the TradeMark east Africa Company. The component of collaboration in decisions making and solving problems in the organisation significantly influences the rates at which projects are implemented. Collaboration in decision making and problem solving is witnessed in situations where there are well defined inclusion in dialogue, authority and stakeholders' composition.

Participation of the beneficiaries and sense of ownership among the various stakeholders influences the implementation of projects in the organisation. The concept where the various stakeholders are entrusted with various responsibility matrices, are allowed equal power distribution opportunities, they have equal teams in the project composition and can access continuous communication, influence projects implementation.

Equally, transparency and accountability that brings all the stakeholders on board has a significant influence on the implementation of the various projects run by the organisation. Equal information sharing and decisions making among all the stakeholders, joint assessments of the projects and many more influences the implementation of projects run by the TradeMark East Africa.

Institutional factor like organisational structure, internal processes and power distribution influences participation in projects monitoring and evaluation which in the long run influences the implementation of various projects.

6.   RECOMMENDATIONS

Based on the findings of the study that has come from the respondents in the field and the literature review, the researcher recommends that the TradeMark company's management should create an environment to allow better participation of other project stakeholders whether primary or secondary more specifically in identifying problems and the future direction of the proposed projects to be implemented.

Also, the researcher recommends that, clear policies on accountability and transparency should be implemented to ensure that everybody understands their roles and expectations without any suspicion or alienated performance.

The institutional strengthening and definitions must be put into consideration with proper structured rules and mechanisms of operations in order to avoid overlapping and unnecessary confused in the projects development, design and implementation.

Proper channels of communication that involves all the stakeholders and makes them have a sense of ownership of the projects must be strengthened so as to avoid ether social or political resistance form any of these corners.

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