

# FACTORS INFLUENCING THE PERFORMANCE OF MONITORING AND EVALUATION SYSTEMS: A CASE STUDY OF NATIONAL EMPLOYMENT PROGRAMME

<sup>1</sup>Abdou Musnera, <sup>2</sup>Dr. Patrick Mulyungi

<sup>1,2</sup>Jomo Kenyatta University of Agriculture and Technology

---

**Abstract:** The purpose of this study was to examine the factors influencing performance of monitoring and evaluation systems of National Employment Programme. The current study targeted planning and Monitoring and Evaluation staff from NEP central implementing institutions and the staff from business development and employment unit at district level who are in charge of coordination, monitoring and evaluation of NEP interventions at decentralized levels. The sample used in this study was selected using non probability sampling that is purposive sampling where the sample to be used in the current study was exclusively composed of planning, monitoring and evaluation staff from NEP central implementing institutions and the staff from Business Development and Employment Unit at district. Primary data were collected through the administration of written questionnaires to 215 staff (planning, monitoring and evaluation staff NEP central implementing institutions and staff from BDE unit at district level). The respondents were given oral instructions and then handed the questionnaire to fill. Correlation and regression analysis were used to analyze data. The relationship between different independent variables was measured using Pearson correlation coefficient. In addition, the relationship between independent variables and dependent variable was examined using multiple regression analysis technique. The results of the study confirmed that there is a significant and positive relationship between Monitoring and evaluation structure and the performance of monitoring and evaluation systems under National Employment programme. From the findings of the study, it was evident that there is a strong and positive relationship between data quality and the performance of monitoring and evaluation systems. This suggests the need for ensuring data quality for M&E systems to perform to the expectations of the users. There is significant positive relationship between human capacity and the performance of monitoring and evaluation systems under National Employment Programme. The results of the study confirmed a significant positive relationship between Monitoring an evaluation methods and the performance of Monitoring and Evaluation System. There is a significant and positive relationship between the availability of resources and the performance of monitoring and evaluation systems under National Employment Programme. The results suggest the need to increase both financial and human resources invested in the operationalization of M&E systems under National Employment program to ensure the efficient and effectiveness in the implementation of the programme. The result also suggest the need for continued investment in capacity building of monitoring and evaluation staff and the establishment of strong and experienced Monitoring and Evaluation unit.

**Keywords:** Factors influencing Performance, Monitoring and Evaluation, National Employment Programme.

---

## 1. INTRODUCTION

Monitoring and Evaluation plays a central role in showcasing programme or project success through experience and knowledge sharing. For this to happen, different of means of information sharing such as reports plays a significant role as they promote lessons learning, identification of mistakes and paving the path for improvement and lessons learnt that

inform the design of future projects or programmes. Monitoring and Evaluation adds on the institutional memory and serves as an essential tool to raise funds and produce findings that inform decision making at different levels (Crawford and Brye, 2003: 23). Monitoring and evaluation is a powerful tool that is used to reflect on the performance of the ongoing or completed projects to determine their effectiveness on one hand, and the efficiency in the use of resources, on the other hand. Thus, providing room for improvements where in case weaknesses are identified. (UNDP, 2001:33). Monitoring and Evaluation is an essential component of the Result Based Management Rist, Boily & Martin, 2011: 11). In this regard, Monitoring and evaluation plays a vital role to gather information that is used to measure the performance of the projects and thus being able to identify weaknesses and suggest corrective measures.

## **2. STATEMENT OF THE PROBLEM**

Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes (Engela and Ajam, 2010). Building a resulted based M&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by the NGOs and donor's to check on the effective use of the donor funds, impact and benefits brought by the projects. Hence there is a need for establishment of rules for constructing minimum parameters for monitoring and evaluation for projects that can be used to track progress and effectiveness (Jha et al., 2010). Research also shows that the foundation for evaluation is being built in many developing countries (Kusek and Rist, 2004). Consequently with the growing global movement to demonstrate accountability and tangible results, many developing countries will be expected to adopt results-based M&E systems in the future, due to the international donors focus on development impact.

The findings of mid –term review of National Employment Programme (2016) showed that Monitoring and evaluation of National Employment Programme especially at the local level has received little attention (limited resources and technical support). BDE/U leaders have received a few mass trainings (some described these as more akin to awareness rising) about the NEP M&E reporting. There is hardly any budget for monitoring or specific technical support to local actors. Therefore, this makes it difficult to hold anyone accountable for timely and quality reporting. Furthermore, the Ministry of Public Service and Labour (MIFOTRA) through NEP department has developed NEP M&E System that is now operational to enhance effectiveness and efficiency in the implementation of different NEP interventions and to ensure informed and evidence-based decision making. In the same vein, and in a bid to ensure a better coordination and follow up, NEP Monitoring and Evaluation System for NEP was put in place and has be used by implementing institutions and districts since July, 2016 for reporting purposes. However, different audit and assessment reports pinpointed the need for improved mechanisms for reporting and regular monitoring and evaluation. This study, therefore, sought to establish the factors influencing the performance of monitoring and evaluation systems of National Employment Programme.

## **3. OBJECTIVES OF THE STUDY**

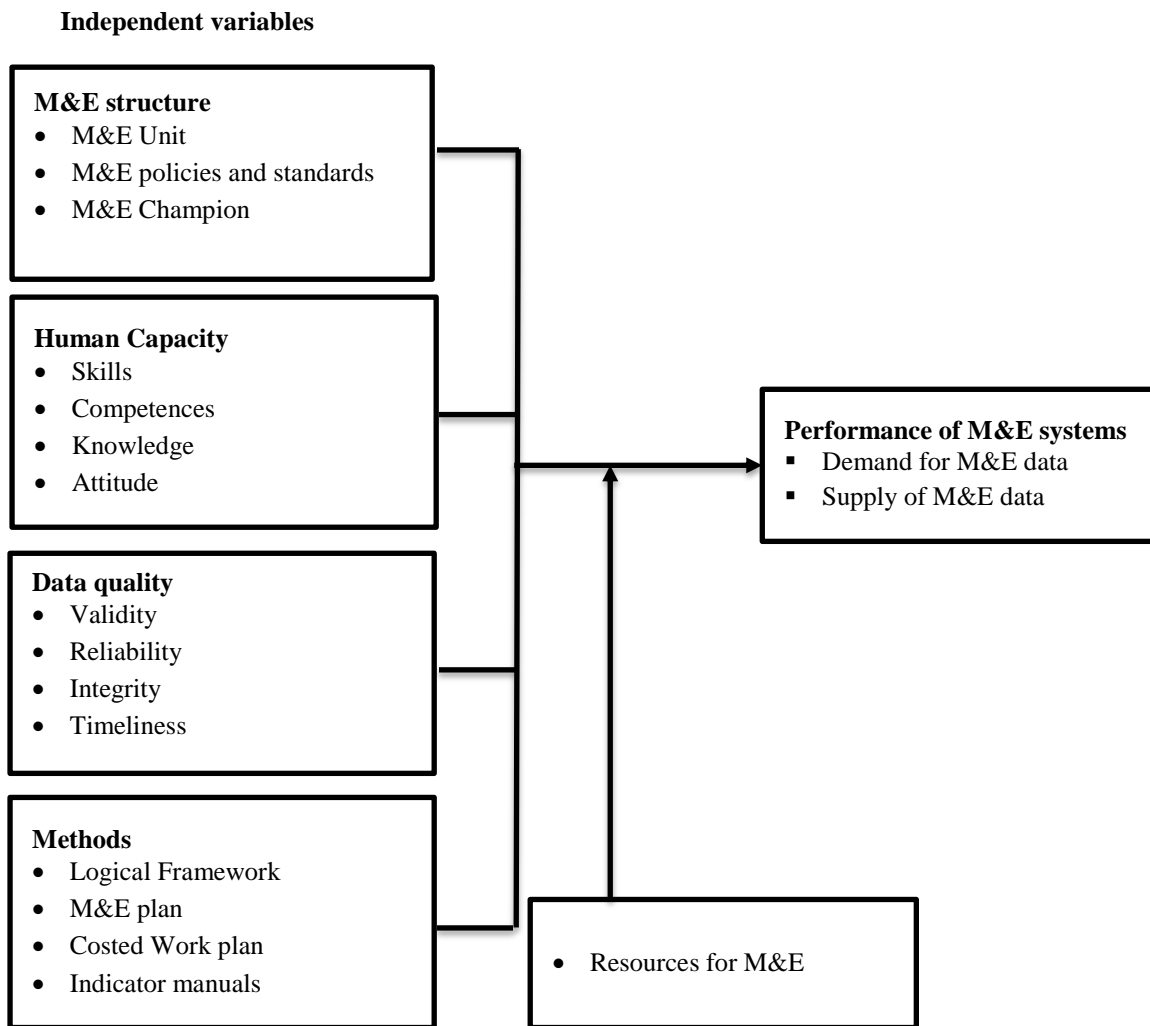
### **3.1 General Objective:**

The purpose of this study is to examine the factors influencing performance of monitoring and evaluation systems of National Employment Programme

### **3.2 Specific objectives**

1. To determine how structure of monitoring and evaluation influences the performance of monitoring and evaluation systems of National Employment Programme
2. To assess how human resource capacity affects the performance of monitoring and evaluation systems of National Employment Programme
3. To examine how data quality influences the performance of monitoring and evaluation systems of National Employment Programme
4. To establish how the Monitoring and evaluation methods influences the performance of monitoring and evaluation systems of National Employment Programme

#### 4. CONCEPTUAL FRAMEWORK



#### 5. RESEARCH METHODOLOGY

- **Research Design:** A descriptive survey was used in this study
- **Sample Size:** During this research, the researcher used a sample size of 205 respondents
- **Data collection instruments:** A questionnaire was used to collect information on the M&E systems being used by the implementers of National Employment Programme.
- **Data processing and analysis:** Correlation and regression analysis was used to analyze data. The relationship between different independent variables was measured using Pearson correlation coefficient. In addition, The Relationship between independent variables and dependent variable was examined using multiple regression analysis technique. SPSS computer program was also used during data entry and analysis and then the output will be presented in tables and charts.

#### 6. SUMMARY OF RESEARCH FINDINGS

Pearson Correlation was used to assess the relationship M&E structure and the performance of Monitoring and Evaluation System under National Employment Programme. As shown in the Table 1 below, there is a significant and positive relationship between Monitoring and evaluation structure and the performance of monitoring and evaluation systems under National Employment programme (0.577).

**Table 1: Correlation between M&E structure and the performance of M&E system**

		Performance of Monitoring and evaluation systems	Monitoring and Evaluation structure
Performance of Monitoring and evaluation systems	Pearson Correlation	1	.577**
	Sig. (2-tailed)		.000
	N	202	202
Monitoring and Evaluation structure	Pearson Correlation	.577**	1
	Sig. (2-tailed)	.000	
	N	202	205
** . Correlation is significant at the 0.01 level (2-tailed).			

The study was also set out to examine how data quality influences the performance of monitoring and evaluation systems of National Employment Programme. Pearson correlation was used to assess the strength of the relationship. From the Table 2 below, it is evident that there is a strong and positive relationship between data quality and the performance of monitoring and evaluation systems. This suggests the need for ensuring data quality for M&E systems to perform to the expectations of the users.

**Table 2: Correlation between data quality and the performance of M&E systems**

		Performance of Monitoring and evaluation systems	Data quality
Performance of Monitoring and evaluation systems	Pearson Correlation	1	.676**
	Sig. (2-tailed)		.000
	N	202	202
Data quality	Pearson Correlation	.676**	1
	Sig. (2-tailed)	.000	
	N	202	205
** . Correlation is significant at the 0.01 level (2-tailed).			

The third specific objective of the study was to assess how human resource capacity affects the performance of monitoring and evaluation systems of National Employment Programme. In that regard, Pearson Correlation was used to determine the strength of that relationship. As it can be seen from the table 3 below, there is significant positive relationship between human capacity and the performance of monitoring and evaluation systems under National Employment Programme. This suggests the need for continued investment in human capacity development for the M&E systems under National Employment Programme to serve to the expectations of the users.

**Table 3: Correlation between human capacity and the performance of Monitoring and evaluation system**

		Human Capacity	Performance of Monitoring and Evaluation Systems
Human Capacity	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	205	202
Performance of Monitoring and Evaluation Systems	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	202	202
** . Correlation is significant at the 0.01 level (2-tailed).			

**The correlation between the M&E methods and the performance of Monitoring and Evaluation systems under National Employment Programme**

As indicated by the results in the table below, there is significant positive relationship between Monitoring an evaluation methods and the performance of Monitoring and Evaluation System (.450\*\* at 0.01 level). This implies that for Monitoring and evaluation systems under National Employment Programme to perform to the expectations to the stakeholders, quality and strongly Monitoring and evaluations methods and tools should put in place.

**Table 4: Correlation between the M&E methods and the performance of Monitoring and Evaluation systems under National Employment Programme**

Correlations			
		Performance of Monitoring and evaluation system	Monitoring and Evaluation methods
Performance of Monitoring and evaluation system	Pearson Correlation	1	.450**
	Sig. (2-tailed)		.000
	N	202	202
Monitoring and Evaluation methods	Pearson Correlation	.450**	1
	Sig. (2-tailed)	.000	
	N	202	205
**. Correlation is significant at the 0.01 level (2-tailed).			

**Table 5: Correlation between availability of resources and the performance of monitoring and evaluation systems**

Correlations			
		resources	Performance of Monitoring and evaluation systems
Resources	Pearson Correlation	1	.649**
	Sig. (2-tailed)		.000
	N	205	202
Performance of Monitoring and Evaluation systems	Pearson Correlation	.649**	1
	Sig. (2-tailed)	.000	
	N	202	202
**. Correlation is significant at the 0.01 level (2-tailed).			

The table above depicts the correlation between the availability of resources and the performance of monitoring and evaluation systems. As shown by the table, there is a significant and positive relationship between the availability of resources and the performance of monitoring and evaluation systems under National Employment Programme (.649\*\*). The results suggest the need to increase both financial and human resources invested in the operationalization of M&E systems under National Employment program to ensure the efficient and effectiveness in the implementation of the programme.

The table below depicts the relationship between the performance of monitoring and evaluation systems and its covariates. As shown in the table there is positive correlation between the performance of monitoring and evaluation systems and its covariates that is human capacity (.682\*\*); data quality (.676\*\*); resources (.649\*\*); M&E structure (.577\*\*); methods (.450\*\*). The results in the table show that there is a positive relationship between different covariates. For example, there is positive correlation between human capacity and the quality of data (.803\*\*); M&E methods used and the quality of data (.631\*\*); Human capacity and the M&E methods used (.629\*\*); Resources and human capacity (.623\*\*); M&E structure and data quality (.642\*\*).

**Table 6: Correlation between the performance of Monitoring and evaluation systems and its covariates**

		Performance of M&E systems	M&E structure	Data quality	Human capacity	methods	resources
<b>Performance of M&amp;E systems</b>	Pearson Correlation	1	.577**	.676**	.682**	.450**	.649**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	202	202	202	202	202	202
<b>M&amp;E structure</b>	Pearson Correlation	.577**	1	.642**	.405**	.346**	.539**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	202	205	205	205	205	205
<b>Data quality</b>	Pearson Correlation	.676**	.642**	1	.803**	.631**	.588**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	202	205	205	205	205	205
<b>Human capacity</b>	Pearson Correlation	.682**	.405**	.803**	1	.629**	.623**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	202	205	205	205	205	205
<b>Methods</b>	Pearson Correlation	.450**	.346**	.631**	.629**	1	.277**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	202	205	205	205	205	205
<b>Resources</b>	Pearson Correlation	.649**	.539**	.588**	.623**	.277**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	202	205	205	205	205	205
**. Correlation is significant at the 0.01 level (2-tailed).							

**Table 7: R square**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779a	.607	.597	.34374

The results in the table above show that the R square adjusted R square is estimated at 60 percent which means that collectively considered, independent variables included in the model explain 60 percent in the variation of the variation in the dependent variable (Performance of Monitoring and evaluation systems). In the vein, the remaining 40 percent is attributable to other factors or variables not included in the model.

**Table 8: ANOVA test**

ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.791	5	7.158	60.582	.000a
	Residual	23.159	196	.118		
	<b>Total</b>	<b>58.949</b>	<b>201</b>			

The results of the ANOVA test show that the influence of independent variables collectively considered is statistically significant.

Relationship of the performance of Monitoring and evaluation systems and its covariates using multiple regression analysis. As shown in the table below, the coefficients of three variables are statistically significant (i.e. they have a p-value that is less than 5%) that is M&E structure (.000); Human capacity (.000); Resources (.000). in the same vein, the coefficient of two variables are not statistically significant (i.e. they have a p-value that is greater than 5%) that is Data quality (.691); Methods (.596). In other words, individually considered, only three variables positive and statistically significant influence on the performance of monitoring and evaluation system that is Monitoring and evaluation structure, human capacity and resources.

		Coefficients(a)				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.659	.183		3.609	.000
	M&E structure	.209	.052	.263	4.053	.000
	Data quality	.034	.086	.039	.398	.691
	Human capacity	.354	.085	.373	4.162	.000
	Methods	.030	.056	.033	.531	.596
	Resources	.135	.035	.247	3.847	.000
a. Dependent Variable: Performance of M&E systems						

## 7. CONCLUSIONS AND RECOMMENDATIONS

### 7.1 Conclusions

The results of the study confirmed there is a significant and positive relationship between Monitoring and evaluation structure and the performance of monitoring and evaluation systems under National Employment programme. From the findings of the study, it is evident that there is a strong and positive relationship between data quality and the performance of monitoring and evaluation systems. This suggests the need for ensuring data quality for M&E systems to perform to the expectations of the users.

There is significant positive relationship between human capacity and the performance of monitoring and evaluation systems under National Employment Programme. This suggests the need for continued investment in human capacity development for the M&E systems under National Employment Programme to serve to the expectations of the users. The results of the study confirmed a significant positive relationship between Monitoring an evaluation methods and the performance of Monitoring and Evaluation System. This implies that for Monitoring and evaluation systems under National Employment Programme to perform to the expectations to the stakeholders, quality and strongly Monitoring and evaluations methods and tools should put in place

There is a significant and positive relationship between the availability of resources and the performance of monitoring and evaluation systems under National Employment Programme. The results suggest the need to increase both financial and human resources invested in the operationalization of M&E systems under National Employment program to ensure the efficient and effectiveness in the implementation of the programme

### 7.2 Recommendations

Given the influence of the senior management in the performance of Monitoring and Evaluation systems, Top management has to renew their efforts and positive attitude towards strengthening the monitoring and evaluation system under National employment programme. All NEP implementing institutions should ensure their structures include Monitoring and Evaluation unit NEP implementing institutions to consider conducting overall assessment of monitoring and evaluation systems and NEP interventions on a regular basis

Users of different Monitoring and Evaluation Systems under National Employment programme has to play a key role to generate reliable information. Much efforts should be put in development and quality assurance of data collection tools , quality assurance of data collected and the continuous capacity building of Monitoring and evaluation unit and the users of monitoring and evaluation information. NEP implementing institutions to ensure qualified and experienced staff are in place to perform monitoring and evaluation functions. There is a need to have a strong team in place across NEP implementing institutions to support data analysis and the management of monitoring and evaluation systems The top management of NEP implementing institutions should prioritize allocation a reasonable percentage of their budget on monitoring and evaluation activities.

NEP implementing institutions to ensure their respective institutions provide a feedback or disseminate findings to staff after measuring the perf program activities. NEP implementing institutions at different levels to be commission evaluations and ensure different stakeholders are actively involved at different stages of evaluation. The management of NEP implementing institutions to ensure M&E systems within their institutions are user friendly and meet information

need of staff and other stakeholders. There is a need to develop M&E tools that are tailored to the need of different stakeholders or audience. In addition, Monitoring and evaluations units are to make sure all units are involved in the development of M&E tools or are informed about M&E tools in place.

### 7.3 Areas for future research

The following topics are suggested for further researches: The impact assessment of employment programmes using empirical analysis, the impact of the monitoring and evaluation systems on employment promotion programme, Monitoring and Evaluation environment and the performance of projects or programmes.

### REFERENCES

- [1] Acevedo, G. L. Rivera, K. Lima., L. Hwang., H. (2010). Challenges in monitoring and *evaluation: An opportunity to institutionalize M & E systems. Fifth conference of the Latin America and the Caribbean Monitoring and Evaluation Network*. Washington DC, World Bank.
- [2] Amjad, S. (2010). *Performance-Based Monitoring and Evaluation for Development Outcomes: A Framework for Developing Countries*.
- [3] Amkeni Wakenya. (2009). *Strengthening the capacity of Kenyan civil society to participate more effectively in democratic governance reforms and in deepening democracy in Kenya*. Amkeni Wakenya Annual progress report.
- [4] Bakewell, O. Garbutt, A. (2005). *The Use and Abuse of the Logical Framework Approach*. The International NGO Training and Research Centre (INTRAC).
- [5] *Bamberger, M., Rugh J. & Mabry, L. (2006). Real World Evaluation: Working under Budget, Time and Data Constraints*. Sage Publications. California.
- [6] Barton, Tom. (1997, January). Guidelines to Monitoring and Evaluation: How are we doing? Care, Uganda.
- [7] Baum, W. C. Tolbert, S. M. (1985). *Investing in Development: Lessons of World Bank Experience*, Washington D. C.: World Bank, 1985.
- [8] Bornstein, L. (2006). *Systems of Accountability, webs of deceit? Monitoring and evaluation in South African NGOs*. Development, 49(2), 52-61.
- [9] Brest, P. (2010). *The power of theories of change*. Stanford innovation review.
- [10] Britton, B. (2009). *Organizational Learning in NGOs: Creating the Motive, Means and Opportunity*. Praxis paper 3. The International NGO Training and Research Centre (INTRAC)
- [11] Busiinge, C. (2010). *The impact of donor aided projects through NGOs on the social and economic welfare of the rural poor. "what do the donors want?"*: case study of Kabarole Research and Resource Centre. Uganda Martyrs University, Uganda.
- [12] Clark, H. Taplin, D. (2012). *Theory of Change Basics: A Primer on Theory of Change*, New York: Actknowledge
- [13] Clark, T. S. Kastle, J. P. (2012). The Supreme Court and Percolation in the Lower Courts: An Optimal Stopping Model. The Journal of Politics, Vol. 75, No. 1, January 2013.
- [14] CLEAR Mid Term Evaluation (2014). Final Evaluation Report. Universal Management Group.
- [15] Cornielje, H. Velema, J. P. Finkenkelflugel, H. (2008). Community based Rehabilitation Programmes: Monitoring and Evaluation in order to measure results. Leprosy review
- [16] Crawford, P. Bryce P. (2003). Project monitoring and evaluation: A method of enhancing the efficiency and effectiveness of aid project implementation. *International Journal of project management*, 21(5):363-373.
- [17] Ebrahim, A. (2006). Placing the Normative Logics of Accountability in 'Thick' perspective. Working paper no. 33.2
- [18] *Edmunds, R. Marchant, T. (2008). Official statistics and monitoring and evaluation systems in developing countries: friends or foes? Partnership in Statistics for Development in the 21<sup>st</sup> Century*. OECD's Development Co-operation Directorate, the PARIS21 Secretariat.



- [19] Gebremedhin, B. Getachew, A. Amha, R. (2010). Results based monitoring and evaluation for *organizations working in agricultural development: A guide for practitioners*. International Livestock Research Institute, Nairobi, Kenya.
- [20] Gideon, Zhou. (2013). Utilization of monitoring and evaluation systems by development Agencies: The case of the UNDP in Zimbabwe department of political and administrative studies. *Asian Journal of Empirical Research* 3(4):447-463, Harare, Zimbabwe.
- [21] *Gorgens, M. Kusek, J.Z. (2010). Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit*. The International Bank for Reconstruction and Development. The World bank Washington D.C 1818 H Street, NW. <http://www->
- [22] Grove, N. Zwi, A. B. (2008). Beyond the Log frame: A new tool for examining health and peace building initiatives. *Development in practice*, 18(1), 66-81
- [23] Guijt, I. (1999). *Participatory monitoring and evaluation for natural resource management and research. Socio-economic Methodologies for Natural Resources Research*. Chatham, Natural Resources Institute, UK:
- [24] Hailey, J. James, R. (2003, November). NGO Capacity Building: The Challenge of Impact Assessment. Paper presented to the New Directions in Impact Assessment for Development Methods & Practice Conference. IDPM University of Manchester.
- [25] IFAD. (2008). *Project level monitoring and evaluation: who really wants to know*. Office of Valuation. The annual report on results and impact of IFAD operations.
- [26] Jacobs, A. Barnett, C. Ponsford, R. (2010). *Three approaches to Monitoring: Feedback systems, participatory monitoring and evaluation and Logical Frameworks*. Institute of
- [27] Jennifer, C. (2014). Investing in Monitoring, Evaluation and Learning Issues for NGOs to consider.
- [28] Kelly, L., David, R., & Roche, C. (2008, December). Guidance on M&E for Civil Society Programs. Prepared for Aus AID Program Managers.
- [29] Khan, K. (2003). *Strengthening of Monitoring and Evaluation Systems*. Pakistan Poverty Alleviation Fund, Islambad. <http://preval.org/files/b10.1.pdf>
- [30] Kusek, J. Z. Rist. C. R. (2004). *Ten Steps to a Results-Based Monitoring and Evaluation System*, Washington D. C.: World Bank,
- [31] Lahey, R. (2009). *Monitoring and Evaluation in the Government of Canada, 'Lessons Learned from 30 years of M&E development*. Accessed on 5/5/2013 from [http://siteresources.Worldbank.org/intflacregtoappovana/Resources/Paper\\_Robert](http://siteresources.Worldbank.org/intflacregtoappovana/Resources/Paper_Robert)
- [32] Mackay, K. (2007). *How to build M&E System to support better Government*. Washington DC, World Bank.
- [33] Martinez, D. (2011). *The logical framework Approach in Non-governmental Organizations*. University of Alberta. Elsevier.conference-serices.net/resources/cpa2011.0514.paper.pdf
- [34] Mayne, J. (2007). *Best Practices in Results-Based Management: A Review of Experience, A Report for the United Nations Secretariat, Volume1: Main Report*. UN Workshop on Best Practices in Results-Based Management in Geneva.
- [35] Morra, L. G. I. Rist, R. C. (2009). *The Road to Results: Designing and Conducting Effective Development Evaluations*, World Bank, Washington D. C.
- [36] Nabris, K. (2002). *Monitoring and Evaluation, Civil Society Empowerment, Jerusalem, PASSIA*.
- [37] Njiri, P. N. (2015). Influence of monitoring and evaluation systems use on performance of Non- Governmental organizations: A case of agribusiness projects in Murang'a County, Kenya (Doctoral dissertation, University of Nairobi).
- [38] Rick, J. (2001). *Practical guidelines for the monitoring and evaluation of capacity building: Experiences from Africa*. Occasional paper 36. International NGO Training and Research

- [39] Rist, R. C. Boily M. H. Martin F. (2011). *Influencing change: building evaluation capacity to strengthen governance*. Washington DC, World Bank
- [40] Robert, L. (2010). *The Canadian M&E System: Lessons Learned from 30 Years of Development*. World Bank, Washington, DC.
- [41] Roche, C. (1999). *Impact Assessment for Development Agencies: Learning to Value Change*, Oxford: Oxfam GB.
- [42] Rubin, F.A. (1995). *Basic Guide to Evaluation for Development Workers*, Oxford: Oxfam GB.
- [43] Spooner, C. McDermott. S. (2008). *Monitoring and evaluation framework for Waverley Action for Youth Service Social Policy Research Centre Report*. University of New South Wales.
- [44] Taplin, D, Clark, H. C. E. Colby, D. (2013). *Technical Papers: A Series of Papers to support Development of Theories of Change Based on Practice in the Field*. The Rockefeller foundation. New York.
- [45] Taplin, D. Clark, H. C. Collins, E. Colby, D. C. (2013). *Theory of Change Technical Paper: A Series of Papers to Support Development of Theories of Change Based on Practice*. Center for Human Environments 365, Fifth Avenue New York, NY 10016.
- [46] Taut, S. (2007). *Studying Self-Evaluation capacity Building in a Large International Tucker, V. (1999). The Myth of Development: A Critique of a Eurocentric Discourse*. Critical Development Theory: Contributions to a New Paradigm, London: Zed Books.
- [47] United Nations. (2008). *United Nations Today*, United Nations, Department of Public Information, New York.
- [48] UNAIDS. (2008). *Organizing framework for a functional National HIV Monitoring and Evaluation System*, Geneva.
- [49] UNDP. (2009). *Handbook on Planning, Monitoring and Evaluating for Development Results*, United Nations Development Programme, New York.
- [50] UNDP. (2001). *United Nations Development Programme, UNDP News, New York:UNDP (2012). Results-based Management Handbook*, United Nations Development Group,<http://www.undg.org/docs/12316/UNDG-RBM%20Handbook-2012.pdf>
- [51] Woodhill, J. (2005). *M&E as learning: Rethinking the dominant paradigm*. World Association of Soil and Water Conservation.