

Monitoring and Evaluation of Organizational Structure and Delivery of Health Services

Isaac Mungai Ndungú and Prof. Kennedy Mutundu

Department of Social and Development Studies,
Mount Kenya University, Thika - Kenya

Corresponding Author: Isaac Mungai Ndung'u, isaacmungai17@gmail.com

DOI: 10.29322/IJSRP.13.02.2023.p13413

<http://dx.doi.org/10.29322/IJSRP.13.02.2023.p13413>

Paper Received Date: 18th December 2022

Paper Acceptance Date: 29th January 2023

Paper Publication Date: 6th February 2023

Abstract

Kenya has advanced significantly because of the M&E system that has been in place for some years. To determine whether an intervention or program is successful in achieving its goals, monitoring and evaluation entails gathering and analyzing relevant data over time. The gaps in service delivery were identified, their causes were investigated, and specific measures to close the gaps were developed using an empirical gap method. Thus, the study focused on answering the question; What is the influence of monitoring and evaluation of organizational structure on health service in the County government of Nyandarua? The study used a descriptive survey methodology. The study adopted a stratified random sample technique to choose respondents from each tier of project management officers. Primary data was collected using a questionnaire. Both inference and descriptive statistics were used to examine the data. The study findings show that various elements of M&E organizational structure affect the effectiveness of service delivery by health care workers. The health care workers are moderately involved setting monitoring and evaluation objectives. Monitoring and evaluation are more effective when they have specific objectives to follow, as these helps keep efforts concentrated where they will have the most impact.

Key words: *Monitoring and Evaluation, Monitoring and Evaluation Systems, Organization Structure, Health Services, Delivery.*

INTRODUCTION

The term "high-quality health care" refers to services that are delivered in a timely manner, are tailored to each individual's specific requirements, respect their personal choices, and keep negative outcomes and costs to a minimum (Okech and Lelegwe, 2016). There are seven observable characteristics shared by all healthcare systems that provide quality service, including effectiveness, safety, integration of care, and efficiency. The likelihood of achieving the desired health outcomes is also improved. According to Fudge et al. (2008), the necessity to provide high-quality healthcare to all people around the world has prompted greater attention to the concept of universal health coverage. In accordance with accepted standards of practice, quality health care raises the probability that patients will experience positive health outcomes. The implementation of a monitoring and evaluation system has been connected to improved quality of care. According to Antill (2004), it is crucial to have monitoring and assessment procedures in place if you want to provide good care to your patients.

Canada's M&E system has put considerable resources into evaluation and performance monitoring as key instruments for enhancing accountability and results-based management. Making these expenditures is critical to succeeding in this endeavor. As a result of central designers coming to terms with the fact that M&E system creation and deployment is a long-term and iterative process, the current state of M&E systems development has evolved through time. The importance of the implementation process in creating an evaluation mindset or results culture throughout an organization or system has become increasingly apparent as a result of this insight (Leedy and Ormrod, 2019).

Kenya has advanced significantly because of the M&E system that has been in place for some years (Langenwaller, 2020). Time, cost, workmanship, patient satisfaction, approaches have been applied, business results, and safety and security are just few of the areas that may be measured to analyze and evaluate the M&E system's implementation on a project. Districts in countries like Indonesia are now responsible for public health financial management and service delivery after central government devolvement to the provinces in 2001. Indonesia is divided into 32 regions and 440 districts. Economic turmoil, a lack of national government backing after the Suharto administration's fall, heavy diplomatic pressure, internal schisms, and widespread poverty are all obstacles to decentralised health care changes. The goal of Indonesia's devolution policy measures is to increase the efficiency and effectiveness of all public services, including healthcare, while decreasing costs associated.

To determine whether an intervention or program is successful in achieving its goals, monitoring and evaluation entails gathering and analyzing relevant data over time. Health care delivery is also defined by the World Health Organization as ensuring that everyone has fair and affordable access to a full spectrum of elevated health services provided as part of a coordinated, individual continuum of care. The maintenance of a productive and healthy populace is crucial to any country's ability to achieve long-term economic growth and development, which is why providing access to high-quality healthcare has been a top priority in Kenya and around the world for decades. According to research by Okech and Lelegwe (2016), the health of a country's people has no appreciable impact on its economy. If Kenya is to attain equitable and inexpensive healthcare delivery by the year 2030, then it must prioritize this study into monitoring and evaluation, which plays a crucial role in improving the efficiency of health care delivery. To investigate how monitoring and evaluation affects health care delivery in Nyandarua County, the study's author used an empirical gap methodology. The gaps in service delivery were identified, their causes were investigated, and specific measures to close the gaps were developed using an empirical gap method. Due to the sometimes disjointed and dispersed nature of county government service delivery, this method takes on further significance. When county government officials are aware of where services are lacking, they can take steps to fill those gaps through new policies, programs, and initiatives. In addition, as demonstrated by Marriott and Goyde (2009), empirical gaps may be used to assess the influence of monitoring and evaluation on health-care delivery, thus shedding light on the efficacy of existing initiatives. Finally, this method can be used to pinpoint places that could use development or more study. Research into the effectiveness of monitoring and evaluation methods in improving the provision of health services by Kenya's county governments is scant. This study looked at Nyandarua County, Kenya, specifically, to see how well monitoring and evaluation contribute to overcoming the obstacles that have been preventing the county government from providing adequate health services to its constituents.

Effective delivery in Nyandarua County Government was considered, as was the impact of monitoring and assessment and organizational structure. Moreover, the Local government of Nyandarua's health care delivery was compared to other similar organizations by measuring the impact of monitoring and evaluating stakeholder relationships. Last but not least, the study's overarching goal was to determine whether or not the Nyandarua County government's health service delivery is influenced by monitoring and assessment conducted via communication channels. Thus, the study focused on answering the question; What is the influence of monitoring and evaluation of organizational structure on health service in the County government of Nyandarua?

LITERATURE REVIEW

The successful implementation of health project monitoring and evaluation systems is a key factor in the delivery of high-quality health care (Hosley,2003). The project budget must include specific and enough funding for monitoring and evaluation activities. The allocation of a project's funds occurs within the context of a framework for monitoring and evaluating the project's progress and success (Finitis et al., 2014). Because of insufficient funding, several countries offer subpar medical care. According to Agutu (2014), the organizational structure plays an important role in monitoring and evaluation in areas such as planning, setting objectives, determining the best way to achieve those objectives, organizing, controlling the number of people working on a project team, and monitoring and assessing the quality of services provided. Lopez-Acevedo et al. (2010) note that the organizational structure has a significant role in inspiring health team members and determining their level of performance in delivering first-rate medical care to patients.

Leaders in projects and upper management are crucial motivators for those who lack technical expertise. If they have a good enough grasp of the material, they should be able to rely on M & E's expertise. Having such a varied background and outlook is crucial for effective results management and for adapting to cultural differences within an organization. It is necessary to make a long-term commitment to developing a system for M&E, which includes substantial funding for relevant training. Project implementers are given clear, individualized tasks based on their skillsets and knowledge, as well as extra training as needed. Support should be constant and intense for projects with participants who go out to the field to carry out the various operations of the project without direct supervision (Agutu,2014). Building skills and capabilities in employees is characterized by a number of prominent features, the most prominent of which are the organization's concrete goals for employees to inspire them; the organization's support, coupled with higher preconceptions, can result throughout self-directed activities for better outcomes (Leedy and Ormrod,2019).

It helps organizations improve their practices by gaining insight into what works to deliver high-quality services and then applying that information to future project planning and execution, or by sharing their findings with other implementers. In addition to providing transparency to health institution management, accountability helps organizations understand what it takes to deliver high-quality care, which is then incorporated into future project planning and execution. These days, healthcare project managers have to worry about making sure they have enough money to provide high-quality services on time. Monitoring and evaluation management enhances coordination and control of health systems, whereas external factors including international and national policies, climate, market, and governance are ever-changing and have an impact on the communities and target populations where programs are implemented (Finitis et al., 2014). The success of delivering high-quality services is inextricably related to the dedication of senior management, who plays a pivotal role in motivating project teams, providing feedback on project progress, and enhancing control over project execution. In addition, Ooko et al. (2018) state that a lack of project management structure, especially inside the monitoring and evaluation of quality health services supplied, is to blame for the failure of projects to adopt quality systems.

METHODS

The study used a descriptive survey methodology because it was more effective for gathering both quantitative and qualitative data, which was necessary for elucidating the study's aims and generating conclusions. Two theoretical models serve as the foundation for this investigation. There are two key theories that form the basis of the data needed for this investigation: the Empowerment Evaluation Theory and the transformative Project Implementation Theory. In order to have a complete picture of the impact of monitoring and evaluation systems on health care delivery, the two theories must be used together. Ten hundred and thirty-one health care professionals in Nyandarua County who are responsible for health sector management were the focus of this study. This research used a stratified random sample technique to choose respondents from each tier of project management officers. Primary data was collected using a questionnaire given to evaluation and monitoring officers in each county in Nyandarua. Both inference and descriptive statistics were used to examine the data. Descriptive statistics were presented as frequency distributions and percentage breakdowns. In addition, correlations and regression statistics were utilized as inferential data analysis methods to derive conclusions on the impact of monitoring and assessment systems on the provision of health services by county governments in Nyandarua.

RESULTS

The study examined the effectiveness of Health Officers in allocation of Monitoring and evaluation for Provision of Health Services. The results are presented in Table 1.

Table 1. Effectiveness of Health Officers in Provision of Health Services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	243	84.4	84.4	84.4
	No	45	15.6	15.6	100.0
	Total	288	100.0	100.0	

Table 1 shows that most respondents believe that health officers effectively allocate monitoring and evaluation in the delivery of health services to the public. The sample size was large enough to ensure a representative representation of the population at large; 243 people (or 84.4% of the total) responded. On the other hand, 45 people (or 15.6%) of those polled disagreed.

The majority of respondents expressed agreement with the following statements: i) The health officers are well trained and skilled in Monitoring and assessment. ii) That medical staff in hospitals and clinics serve as both data custodians and end users. iii) That medical staff member is responsible for submitting monthly, quarterly, and yearly reports.

That's why they're so useful for distributing evaluative and monitoring resources. Through constant checking and assessing, they can pinpoint problem areas and enhance healthcare delivery.

The study explored on the extent of Health care workers Involvement in Setting Monitoring and Evaluation Objectives. The results are presented in Table 2.

Table 2. Extent of Health Management Involvement in Setting Monitoring and Evaluation Objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Great Extent	26	9.0	9.0	9.0
	Great Extent	87	30.2	30.2	39.2
	Moderate Extent	122	42.4	42.4	81.6
	Less Extent	42	14.6	14.6	96.2
	No Extent	11	3.8	3.8	100.0
	Total	288	100.0	100.0	

Table 2 shows that majority of the respondents 42.4% indicated that health care workers are moderately involved setting monitoring and evaluation objectives. This was followed by 30.2% who indicated that that health care workers are at great extent involved setting monitoring and evaluation objectives.

Some of the comments given by those who said very great extent and great extent is that it's in their job description for health care workers to set objectives. That also health care workers do data collection, summaries and submissions therefore involved in setting objectives.

Respondents of less extent or No extent gave the following comments: that they were not fully involved in setting objectives, some said Monitoring and evaluation are mostly conducted by County or sub county M&E teams, so they were partially or not involved in setting the objectives.

In a different approach, the study investigated the adequacy of human resource for monitoring and evaluation. This was combined with the health officials who were also asked to comment on whether or not they believe they provide a sufficient human resource for monitoring and evaluation. The results are presented in Figure 1.

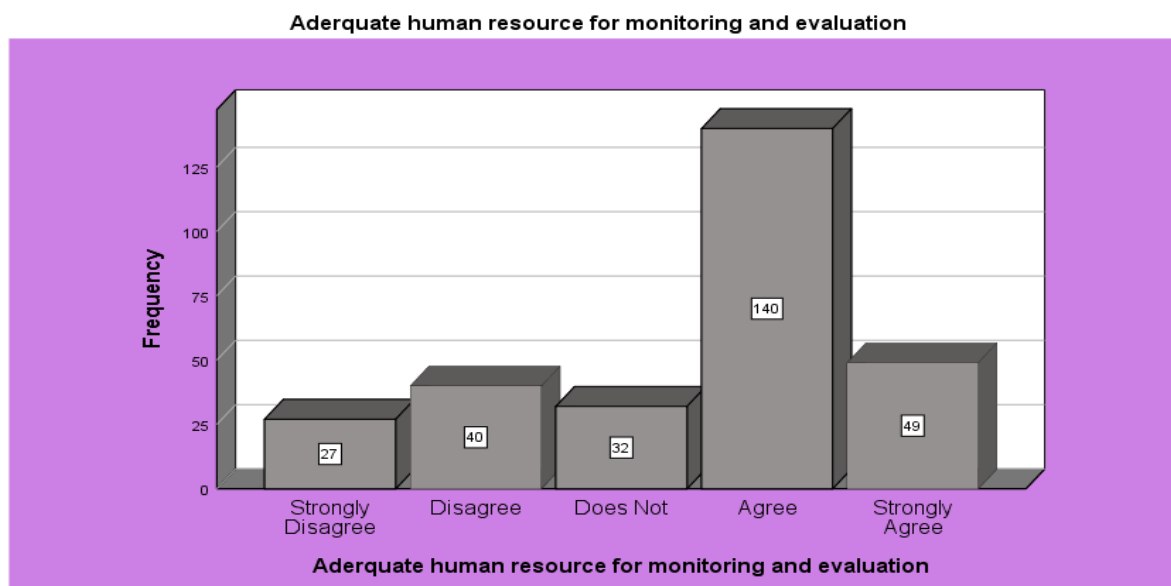


Figure 1 adequacy of human resource for monitoring and evaluation

Figure 1 shows that nearly half (48.6%) of the population sampled above agree with this assertion. In addition, 17%, 9.4%, 13.9%, and 11.1% of respondents strongly agreed, strongly disagreed, disagreed, or indicated it does not affect them.

The study further established the effectiveness of objective setting for monitoring and evaluation. The results are presented in Figure 2.

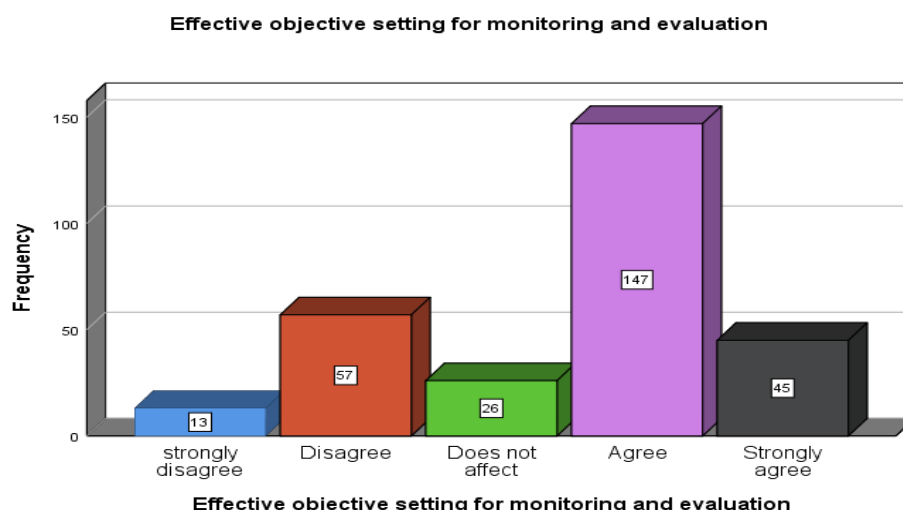


Figure 2 Effective objective setting for monitoring and evaluation

Figure 2 shows that a total of 51.0% of the sample population agrees that there is effective objective setting, proving the study's main hypothesis (Donaldson and Preston, 1995). Proof that monitoring and assessment would be fruitless without well-defined goals. Monitoring and evaluation are more effective when they have specific objectives to follow, as these helps keep efforts concentrated where they will have the most impact. When everyone has the same goals to work toward, they can monitor progress together and make decisions based on accurate data. Goal-setting aids in defining the scope of monitoring and evaluation, which in turn facilitates the identification and prioritization of activities and the allocation of resources.

On how the institutions place effective project health staff and control, the results are prented on Table 3.

Table 3. Instituting effective project health staff and control

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	4.2	4.2	4.2
	Disagree	56	19.4	19.4	23.6
	Does not Affect	59	20.5	20.5	44.1
	Agree	133	46.2	46.2	90.3
	Strongly Agree	28	9.7	9.7	100.0
	Total	288	100.0	100.0	

Table 3 shows that majority of respondents believe that there is adequate project health staff and control in place. There were 133 total respondents, or 46.2%, who gave an affirmative response to this question. According to Foltin (1999), the absence of adequate target setting for monitoring and evaluation in Kenya is mostly attributable to a deficiency in human and material resources. In this regard, the County Government of Nyandarua suffers from a paucity of well-trained and experienced employees, as well as a lack of effective monitoring and evaluation capacity. In addition, there is a deficiency in financial and human resources that hinders the introduction of efficient monitoring and assessment procedures. Consequently, the County Government of Nyandarua has had a hard time creating and implementing thorough monitoring and evaluation mechanisms, which has impacted the quality of healthcare provided in the county.

The study examined how the health management activities motivate health workers. The results are presented in Table 4.

Table 4. Health management motivates health workers

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

This publication is licensed under Creative Commons Attribution CC BY.

Valid	Strongly Disagree	43	14.9	14.9	14.9
	Disagree	58	20.1	20.1	35.1
	Does not Affect	36	12.5	12.5	47.6
	Agree	114	39.6	39.6	87.2
	Strongly Agree	37	12.8	12.8	100.0
	Total	288	100.0	100.0	

Table 4 reveals that most respondents think health management motivates medical staff to provide their best. There were 114 persons who indicated their agreement with this statement, which might represent about 40% of the total population.

In a bit to determine whether there is accountability and transparency in health service delivery, the study reported the results in Table 5.

Table 5. Level of accountability and transparency in health service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	8.0	8.0	8.0
	Disagree	31	10.8	10.8	18.8
	Does not Affect	31	10.8	10.8	29.5
	Agree	143	49.7	49.7	79.2
	Strongly Agree	60	20.8	20.8	100.0
	Total	288	100.0	100.0	

Table 5 shows that 49.7% of valid respondents felt that there was accountability and openness in the provision of health services. Accountability and transparency in health service delivery guarantees the best possible treatment for patients.

The study investigated the enhancement of coordination of health delivery and found as reported in Figure 3.

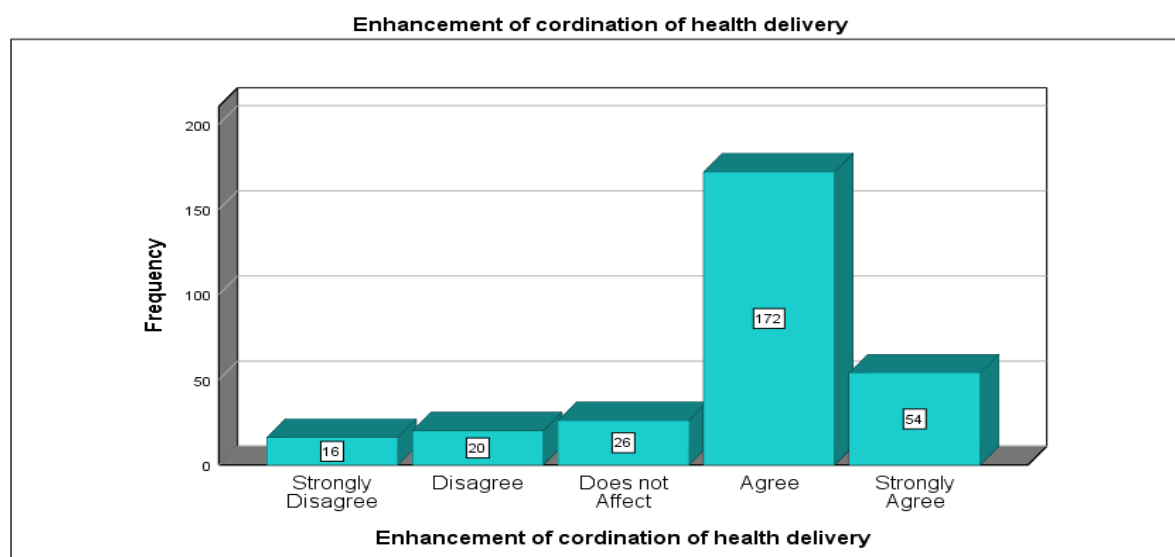


Figure 3 Enhancement of coordination of health delivery

Figure 3 shows that 172 people, or 59.7 percent, agree that coordination of health service delivery has improved in Nyandarua's county administration. However, 16 people (5.6%) strongly disagreed that health care delivery was better coordinated in Nyandarua's county administration.

The study also examined whether the management provides support for M and E processes. The results are presented in Table 6.

Table 6. Management provision of support

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	8.7	8.7	8.7
	Disagree	22	7.6	7.6	16.3
	Does not Affect	30	10.4	10.4	26.7
	Agree	160	55.6	55.6	82.3
	Strongly Agree	51	17.7	17.7	100.0
	Total	288	100.0	100.0	

Table 6 shows that the availability of high-quality health care for both employees and the general public is a top priority for many companies, as demonstrated by Davidson's (2005) research. In the County Government of Nyandarua, this is significant since it contributes to the prevention of disease and the enhancement of the general health of the community.

Finally, other ways in which M&E of organization structure influence delivery of health services were evaluated and the results presented using Table 7. According to the survey conducted on ways through which monitoring and evaluation of organization structure influence delivery of health services, the researcher was able to identify other ways apart from those provided in the questionnaire.

Table 7. Other ways in which M&E of organization structure influence delivery of health services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Promotion of staffs	72	25	31.9	31.9
	Ownership of the program me	28	9.7	12.4	44.2
	Motivation	17	5.9	7.5	51.8
	Managerial Support and coordination	32	11.1	14.2	65.9
	Ordering, dispensing and restocking of commodities	51	17.7	22.6	88.5
	Policies on Staff allocation and budgeting	6	2.1	2.7	91.2
	Streamlining service delivery through own job training	13	4.5	5.8	96.9
	Provision of conducive working environment	7	2.4	3.1	100
	Total	226	78.5	100	
	Missing	System	62	21.5	
Total		288	100		

Table 7 shows that majority of the respondents represented by 72 respondents and a valid percentage of 25 claimed that promotion of staffs plays a vital role in influencing delivery of health service. Other components indicated by the respondents were ownership

of the programs, motivation, managerial support and coordination, ordering, dispensing and restocking commodities, policies on staff allocation and budgeting, Streamlining service delivery through on job training and provision of conducive job environment.

4.3.0 Involvement of stakeholders in the county government of Nyandarua in health service delivery

Involvement of stakeholders in the county government of Nyandarua in health service delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	261	90.6	90.6	90.6
	No	27	9.4	9.4	100.0
Total		288	100.0	100.0	

Table 19 shows that the maximum percentage of respondents (261) agree that stakeholders are involved in health service delivery in Nyandarua county government. The lowest percentage, 9.4%, was comprised of the 27 respondents who reported no involvement of stakeholders in the county administration of Nyandarua in the provision of health services. The involvement of stakeholders in the Nyandarua county government in health service delivery is primarily motivated by a desire to improve the quality of care provided to residents. Health services should be delivered in a fair and sustainable way for all county residents, hence Ballard et al. (2008) state that stakeholders play a key role in advising and assisting local governments. Stakeholders facilitate communication and information sharing, which aids in locating areas of weakness in service delivery and formulating plans to fill them. In addition, the county government can receive input from the stakeholders on the quality of its health services and make adjustments when necessary.

DISCUSSIONS

Health officers' proficiency in allocating monitoring and evaluation for the provision of health services is critical to ensuring that services are provided efficiently and effectively, as stated by Aiken et al. (2015). In addition, health officials are accountable for ensuring that services are provided in a way that is suitable and adapted to the specific requirements of the population. Health officers can identify areas that need improvement and take action by monitoring and reviewing health services, as shown by Donaldson (2003). This is vital in ensuring that people have easy access to high-quality healthcare. To ensure that health services in Nyandarua's county government are provided in an efficient and effective way, it is crucial that health officials are able to effectively allocate monitoring and evaluation for the provision of health services. The Nyandarua county government will be unable to adequately meet the rising demand for health services if its health officials are ineffective in allocating monitoring and evaluation for the provision of health services.

Respondents of less extent or No extent gave the following comments: that they were not fully involved in setting objectives, some said Monitoring and evaluation are mostly conducted by County or sub county M&E teams, so they were partially or not involved in setting the objectives. According to Antill (2004), moderate involvement of health care workers in setting monitoring and evaluation objectives in Kenya is due to a lack of adequate resources and capacity. As a result, health care workers often lack the necessary skills and training to effectively set objectives and monitor progress. In addition, many health care facilities in Nyandarua County Government have limited access to reliable data and information, which can further hinder the process. Finally, the lack of a unified Nyandarua County Government health care system with clear goals and objectives makes it difficult for health care workers to effectively monitor and evaluate progress.

For projects, programs, and initiatives to be evaluated, Magassouba et al. (2019) state that sufficient human resource for monitoring and evaluation is necessary. With this information, businesses can make sure their efforts are directed toward achieving their stated goals and objectives, and they can pinpoint places where they may do better. Additionally, the information gleaned from monitoring

and evaluation is crucial in informing decision-making and resource allocation. As a conclusion, monitoring and evaluation can be used to show that the Nyandarua county administration is accountable and that its resources are being spent efficiently.

The findings depict the posting of Foltin (1999) who found that the absence of adequate target setting for monitoring and evaluation in Kenya is mostly attributable to a deficiency in human and material resources. In this regard, the County Government of Nyandarua suffers from a paucity of well-trained and experienced employees, as well as a lack of effective monitoring and evaluation capacity. In addition, there is a deficiency in financial and human resources that hinders the introduction of efficient monitoring and assessment procedures. Consequently, the County Government of Nyandarua has had a hard time creating and implementing thorough monitoring and evaluation mechanisms, which has impacted the quality of healthcare provided in the county.

The major objective of health management, as stated by Ballard et al. (2008), is to improve the quality of care for patients. Incentivizing and rewarding healthcare personnel that go above and beyond is one way in which health management may boost the quality of care delivered to patients. As the field of medicine is always evolving, it is essential that healthcare administrators encourage their staff to participate in research and ongoing education. Lastly, good health management can encourage the government health professionals in Nyandarua County to take on additional responsibilities and provide higher-quality care for all patients.

The study found that accountability and transparency in health service delivery guarantees the best possible treatment for patients. This is in concurrence with the research by Ennis and Harrington (2001). The finest possible care is provided to patients and resources are utilised efficiently and effectively when there is accountability and openness in the delivery of health services. They also aid in making sure that medical professionals are held accountable for their errors and are taking the necessary precautions to stop them from happening again. The County Government of Nyandarua recognizes the need of open communication in building a trustworthy health care system for its residents.

On coordination of the services, the study reported similar results by Choi et al. (2005) who posit that better patient care is the driving force for efforts to better coordinate health care delivery. One way to achieve this goal is to coordinate the efforts of all healthcare professionals. Coordination aids in preventing the unnecessary duplication of services and the closing of any care gaps that may exist. Better coordination of treatment is possible as a result of enhanced communication between medical professionals. Better care, lower costs, and more positive results are all possible thanks to coordinated efforts in Nyandarua County.

Other ways of M&N are found to reflect the findings by Ballard (2013) positing that promoting staff ownership programs is important because it encourages employees to take ownership of their work, increases their commitment to the organization, and helps them develop a sense of purpose and identity. Employees who own a piece of the company feel more connected to the organization and its success. They are also more motivated to work hard, as they share in the rewards of their efforts. Staff ownership programs can also serve as a great recruiting and retention tool, as well as a way to reward and recognize employees for their hard work and dedication.

CONCLUSION AND RECOMMENDATIONS

The study concludes that various elements of M&E organizational structure affect the effectiveness of service delivery by health care workers. The health care workers are moderately involved setting monitoring and evaluation objectives. Monitoring and evaluation are more effective when they have specific objectives to follow, as these helps keep efforts concentrated where they will have the most impact. The study recommends that the county government of Nyandarua to increase the involvement of stakeholders' i.e., the community, NGOs, Donors and other partners that are involved in the delivery of health services as this will increase on delivery of quality health services

References

- Agutu, H. (2014). *Factors influencing implementation of monitoring and evaluation of school feeding programs by service providers in Kenya, (a case of Langata sub-county)* (Doctoral dissertation).
- Aiken, A. M., Davey, C., Hargreaves, J. R., & Hayes, R. J. (2015). Re-analysis of health and educational impacts of a school-based deworming programme in western Kenya: a pure replication. *International journal of epidemiology*, 44(5), 1572-1580.
- Ballard, H. L., Fernandez-Gimenez, M. E., & Sturtevant, V. E. (2008). Integration of local ecological knowledge and conventional science: a study of seven community-based forestry organizations in the USA. *Ecology and society*, 13(2).
- Ballard, P. J. (2013). *Measuring performance excellence: Key performance indicators for institutions accepted into the Academic Quality Improvement Program (AQIP)*. Western Michigan University.

- Brown, J. S., & Duguid, P. (1991). Organizational learning and communities-of-practice: Toward a unified view of working, learning, and innovation. *Organization science*, 2(1), 40-57.
- Brown, J. S., & Duguid, P. (1991). Organizational learning and communities-of-practice: Toward a unified view of working, learning, and innovation. *Organization science*, 2(1), 40-57.
- Choi, K. S., Lee, H., Kim, C., & Lee, S. (2005). The service quality dimensions and patient satisfaction relationships in South Korea: comparisons across gender, age and types of service. *Journal of services marketing*.
- Davidson, E. J. (2005). *Evaluation methodology basics: The nuts and bolts of sound evaluation*. Sage.
- Donaldson, S. I. (2003). Theory-driven program evaluation in the new millennium. *Evaluating social programs and problems: Visions for the new millennium*, 109-141.
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), 65-91.
- Ennis, K., & Harrington, D. (2001). Quality management in Irish healthcare. *Service Industries Journal*, 21(1), 149-168.
- Finitis, D. J., Stall, R. D., & Friedman, S. R. (2014). Theory, analysis, social justice, and criminalizing HIV transmission: a commentary on Lehman and colleagues (2014). *AIDS and Behavior*, 18(6), 1007-1010.
- Foltin, C. (1999). State and local government performance: It's time to measure up!. *The Journal of Government Financial Management*, 48(1), 40.
- Fudge, N., Wolfe, C. D., & McKeivitt, C. (2008). Assessing the promise of user involvement in health service development: ethnographic study. *Bmj*, 336(7639), 313-317.
- Hosley, N. S. (2003). Survey and Analysis of Alternative Education Programs.
- Khan, M. A. (2017). Danger of Typical Sovereignty: Chinese Way Forward from Neighborhood to Globalization. *Open Access Library Journal*, 4(09), 1.
- Langenwalter, G. A. (2020). *Enterprise resources planning and beyond: integrating your entire organization*. CRC Press.
- Lee, R. M., Dean, B. L., & Jung, K. R. (2008). Social connectedness, extraversion, and subjective well-being: Testing a mediation model. *Personality and Individual Differences*, 45(5), 414-419.
- Leedy, P. D., & Ormrod, J. E. (2019). *Practical research: Planning and design*. Pearson. One Lake Street, Upper Saddle River, New Jersey 07458.
- Lopez-Acevedo, G. C., Rivera, K. L., Lima, L., & Hwang, H. (2010). Challenges in monitoring and evaluation: an opportunity to institutionalize M&E systems.
- Lopez-Acevedo, G., & Krause, P. (2012). *Building better policies: The nuts and bolts of monitoring and evaluation systems*. World Bank Publications.
- Magassouba, S. M., Tambi, A. M. B. A., Alkhalifat, B., & Abdullah, A. A. (2019). Influence of stakeholders involvement on development project performance in Guinea. *International journal of academic research in business and Social Sciences*, 9(1), 1111-1120.
- Marriott, N., & Goyder, H. (2009). *Manual for monitoring and evaluating education partnerships*. International Institute for Educational Planning (IIEP).
- Ndung'u, B. (2018). *Factors Influencing Implementation Of Monitoring And Evaluation Practices In County Government Construction Projects In Kenya: A Case Of Nyeri County* (Doctoral dissertation, University of Nairobi).
- Ooko, O. S., Rambo, C. M., & Osogo, J. A. (2018). Influence Of Human Capacity for Monitoring And Evaluation Systems on Provision of Health Care Services In Public Health Institutions in Migori County.