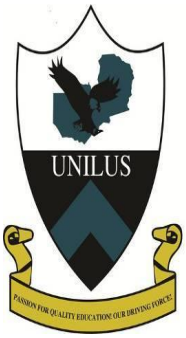

UNIVERSITY of LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

THE ROLE OF MONITORING AND EVALUATION ON PERFORMANCE OF HEALTH PROJECTS: CASE OF THE UNIVERSITY TEACHING HOSPITALS-ADULT

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Submitted to the school of postgraduate studies in partial fulfilment of the requirements for the award of the Master of Science Degree in Project Management

DECLARATION

I, **Precious Chisanga**, hereby affirm that this work is my original creation and has not been submitted to any other University. All sources of information referenced in this work have been acknowledged.

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DEDICATION

This research paper is lovingly dedicated to my late mother, Jennier Nkonde who passed away two days before my final exam in stage one, her memory continues to inspire me. To my father, Binwell Chisanga, whose unwavering belief in hard work has shaped my determination. To my husband, James Sam Silupumbwe, whose love, sacrifice, and constant encouragement have been my greatest source of motivation. To my son, Busubo Silupumbwe, whose presence inspires me to strive for excellence every day. I also dedicate this work to my siblings and friends for their steadfast support and encouragement, as well as to my Pastors, whose prayers and wisdom have been invaluable to my academic journey. Lastly, to my study mates, whose guidance, corrections, and collaboration ensured this work reached its highest potential.

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ACRONYMS AND ABBREVIATIONS

AIDS : Acquired Immune Deficiency Syndrome

CAIRO : COVID 19 Vaccination into Routine Care

CHE : Current Health Expenditure

GDP : Gross Domestic Product

GRZ : Government of the Republic of Zambia

HIV : Human Immunodeficiency Virus

IEG : Independent Evaluation Group

IMF : International Monetary Fund

KPI : Key Performance Indicator

M&E : Monitoring and Evaluation

MoF : Ministry of Finance

MoH : Ministry of Health

MPSAs : Ministries, Provinces, and other Spending Agencies

NHIMA : National Health Insurance Management Authority

NHSP : National Health Strategic Plan

OECD : Organization for Economic Co-operation and Development

PFMA : Public Financial Management Act

PHC : Primary health care

PMBOK : Project Management Body of Knowledge

PMI : Project Management Institute

PRS : Poverty Reduction Strategies

SAP : Structural Adjustment Programs

SPSS : Statistical Package for the Social Sciences

UNDP : United Nations Development Fund

UNICEF : United Nations International Children's Emergency Fund

USAID : United States Agency for International Development

UTH : University Teaching Hospital

WHO : World Health Organization

ABSTRACT

The primary objective of this study was to examine the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. In Zambia, inadequate funding for monitoring and evaluation activities has significantly impacted performance and completion of health projects. Despite the importance of monitoring and evaluation, many projects remain incomplete due to inadequate planning, inadequate funding and untimely funding. This study addresses this gap by examining the current state of monitoring and evaluation on performance of health projects. The study was guided by three specific objectives and grounded in the results-based management theory, resource allocation theory, and theory of change. The study employed a mixed-methods approach and used concurrent triangulation research design to analyse qualitative and quantitative data simultaneously.

The study found that 89.5% emphasized that planning for M&E positively impacts project performance. Furthermore, 92.6% indicated that lack of planning for M&E leads to poor project outcomes. Notably, 87.3% emphasised the need for adequate funding and 96.9% emphasized the need to involve M&E staff in budget preparation. Additionally, 90.5% highlighted the importance of timely funding. The findings also underscored 87.4% indicating that a comprehensive M&E framework is essential for project performance. the significance of regularly reviewing the M&E framework, with 90.5% agreeing that M&E should be reviewed regularly throughout the project. The data instrument demonstrated excellent reliability, with a coefficient of 0.903. The study concluded that adequate resource allocation, timely funding, integration of M&E in projects and a comprehensive M&E framework significantly influence the performance of health projects. Based on these findings, the study recommends a comprehensive framework, fostering stakeholder engagement, financial management, regular data reviews and prioritising technical skills development for enhancing performance of health projects. This research contributes to the body of knowledge by providing empirical evidence on the role of monitoring and evaluation in improving project outcomes.

Keywords: *Monitoring and evaluation, performance, health projects and framework Development.*

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

Monitoring and evaluation (M&E) have become essential tools in the global efforts to achieve environmental, economic, and social sustainability Koima (2020). Typically, the monitoring and evaluation of projects is a mandatory activity throughout the cycle of project planning, implementation, and completion Varkey et al. (2022). Although the terms monitoring and evaluation are often used together, they refer to distinct processes. Monitoring is an ongoing activity that involves the systematic collection of data related to specific indicators in public projects. On the other hand, evaluation is usually conducted after the project's completion and is often included as part of the final project report Niwagaba (2018). Monitoring and Evaluation complement each other as they allow continuous learning and improvement.

Monitoring and Evaluation of projects is the process of tracking, reviewing, and regulating progress to ensure it aligns with the performance goals set out in the project management plan Ivy (2018). In the context of M&E, performance provides insights into various aspects of the project such as scope, schedule, cost, resources, quality, and risk, which can serve as valuable inputs for other processes PMBOK (2017). According to UNDP (2015) the objective of M&E is to optimize the management of current and future outputs, outcomes, and impacts. Performance in monitoring and evaluation can be evaluated through various indicators, such as outputs, outcomes, and impacts.

World Health Organization (2017) states that monitoring and evaluation are essential for improving the performance of health projects, especially in complex healthcare environments. The primary purpose of integrating monitoring and evaluation into organizational processes is to enhance project management, particularly when dealing with complex paradigms during project design Apondi (2022). Integrating monitoring and evaluation (M&E) practices into health projects has established a framework for effective M&E budgeting and resource allocation during the planning phase leading to careful monitoring and evaluation of projects. Khan (2018) notes that such practices enable countries to track the progress of health projects efficiently and effectively, minimizing the risk of incomplete projects and poor performance. The key

reason for inculcating monitoring and evaluation in organizational processes is to improve the aspect of project management in situations where complex paradigms are involved during the design of a project.

This research aims to analyse the role of monitoring and evaluation on the performance of health projects at the University Teaching Hospitals-Adult. The subsequent sections present the statement of the problem, research objectives, research questions, and significance of the study. The study concludes by delimiting the scope and key assumptions on the role of monitoring and evaluation.

1.2 Background

According to UNDP (2015). There is a growing realization worldwide of the need for monitoring and evaluation systems, with several countries actively working to implement them. M&E has emerged as a top priority for numerous development and humanitarian organizations. In recent years, significant progress has been made in refining measurement approaches, indicators, targets, performance monitoring, and results management (impact) to ensure thorough and effective assessment of progress and program impact on development issues Fredrick and Makori (2016). According to Olive (2018) monitoring and evaluation have been used globally over the last several years as a key component of the project cycle and as an essential aspect of effective management practices Adoption of monitoring and evaluation in health projects brings about superior performance.

Monitoring and evaluation are not only crucial to project success, but it is integral to project design PMBOK (2017). Monitoring and evaluation (M&E) help those involved with projects to assess if progress is being achieved in line with expectations. Given the scarcity of resources, it is essential to use them effectively and efficiently. Monitoring and evaluation establish the necessary linkage among a set of activities undertaken in project planning and management James and Naomi (2021). The information gathered through monitoring and evaluation must be relevant, timely, and accurate and the performance can be measured using a wide range of performance indicators, which may be categorized into different dimensions such as time, cost, and quality Ndegwa (2019). Monitoring and evaluation are crucial for ensuring that projects and programs achieve their goals and deliver the intended benefits to their target populations.

Rene and Joseph (2024) argue that monitoring and evaluation are essential components of effective program management across all levels, be it national, regional, and local. They supply crucial data on program progress and effectiveness, enhancing program management and decision-making related to project performance. Moreover, they ensure accountability to stakeholders, including funders, by offering data that aids in planning future resource needs. According to Muindi (2018), M&E practices serve as a core part of the project cycle. By implementing strategies such as regular training for M&E staff, employing skilled personnel, and utilizing technology for data collection, these practices enhance project productivity, management, and implementation Austine (2021). Another key consideration is stakeholders‟ participation in design and execution of M&E.

Globally, the emphasis on Monitoring and Evaluation (M&E) practices began in 1973 when the World Bank's Independent Evaluation Group (IEG) endorsed the use of M&E. Since then, the World Bank has consistently supported government initiatives in developing countries by enhancing their M&E systems and practices Musyimi (2022). Consequently, organizations have increasingly focused on planning for M&E, building the capacity of M&E teams, and ensuring the quality of M&E data Rene and Joseph (2024). Additionally, there was an increased emphasis on adopting monitoring and evaluation systems to track project progress June (2024). With this growth in demand for successful M&E, most stakeholders use M&E information to hold those running projects to be accountable.

Many developed countries have adopted more effective M&E practices, allowing them to implement results-oriented health initiatives Gwagoya (2017). Nations such as Canada, the United States, Russia, China, and Sri Lanka utilize well-structured, planned, and adaptable Monitoring and Evaluation practices. These countries benefit from a steady flow of resources to local governments, which supports effective M&E processes. For instance, China is renowned for its strong M&E practices, which are considered among the best for enhancing performance UNDP (2015). Adopting M&E practices contributes to the overall success and sustainability of projects and programs. The Canadian M&E system has made significant investments in both evaluation and performance monitoring, viewing these as essential tools for ensuring accountability and results-based management Niwagaba and Patrick (2018). The

Government of Canada has shown that the success of health projects is attributed to effective M&E practices.

Many countries in Europe and the United States have effectively integrated monitoring and evaluation (M&E) practices into their health projects WHO (2017). Monitoring and Evaluations is an evolving field in Africa as compared to developed nations around the globe. However, there has been significant progress in the adoption of M&E practices in Sub-Saharan Africa Waweru and Kimathi (2022). In contrast, regions like Central Asia and Africa lag in successfully adopting M&E practices. Issues in these areas include poor data quality, inadequate stakeholder engagement, failure to use past M&E results in planning, insufficient training for M&E staff, and limited allocation of resources and budget for M&E PMI (2013). Overcoming these barriers will be crucial for enhancing the effectiveness of development initiatives across Africa.

In Sub-Saharan Africa, countries like South Africa and Kenya have adopted monitoring and evaluation (M&E) as essential to program and project management. In South Africa, for instance, there is a strong directive from the President and the Presidency Office to focus on results Luphathe (2021). The significant growth in M&E practices in South Africa is evident from the ongoing success of the health sector since the end of apartheid, under all subsequent administrations following Nelson Mandela James and Naomi (2021). Additionally, in 2009, President Zuma established the Performance Monitoring and Evaluation Ministry during his first month in office to enhance public service delivery in response to public dissatisfaction with the slow pace of government services Hubert and Mulyungi (2018). For South Africa, implementing effective M&E systems is crucial for achieving sustainable development.

Historically, the concept of Monitoring and Evaluation (M&E) in Africa is also linked to Ghana, where there has been a strong emphasis on advancing the profession and career opportunities in project management Basheka and Byamugisha (2015). Over the years, Otieno, 2019) Ghana has made significant progress in implementing its national M&E system. However, challenges persist, including severe financial constraints, limitations in institutional, operational, and technical capacities, and fragmented, uncoordinated information, particularly at the sector level. To overcome these issues, the Clear report suggests that the current institutional frameworks should be strengthened with sufficient capacity to support and sustain effective M&E

Niwagaba and Patrick (2018). By addressing these challenges, organizations and governments can ensure that their initiatives lead to meaningful and lasting change.

In Kenya, monitoring and evaluation were introduced through performance contracting to influence better performance and introduce innovative work ethics in service delivery to citizens. To achieve similar goals, the Government of Kenya established the National Integrated Monitoring system Mokua (2022). While there have been significant advancements in establishing frameworks and policies, challenges related to data quality remain. Addressing these barriers can further strengthen Kenya's M&E practices, leading to improved program effectiveness.

In Zambia, the recent evolution of Monitoring and Evaluation (M&E) within the government can be generally traced back to the start of the 2000s, with significant changes occurring around the end of the 1990s. During this time, the World Bank, in collaboration with the International Monetary Fund (IMF), introduced Poverty Reduction Strategies (PRS) as a response to the controversial Structural Adjustment Programs (SAPs) of the 1990s, which had led many poor countries into unsustainable external debt Duncan (2022). Development advocates widely view M&E as a vital tool for managing public resources, highlighting its role in ensuring accountability, providing feedback, and facilitating organizational and governmental learning Kanyamuna (2018). The evolution of monitoring and evaluation (M&E) in Zambia reflects the country's ongoing efforts to improve governance, enhance public service delivery, and achieve development goals.

Following several public management reforms, the Ministry of Finance (MOF) has taken on the role of coordinating national-level monitoring and evaluation (M&E) efforts. Within the MOF, a dedicated 'Department of Monitoring and Evaluation' has been established and is now operational. Key functions of the department include monitoring various sectors and enhancing connections between ministries and provinces, with an emphasis on strengthening their ability to oversee the implementation of their programs. Ministries such as health and agriculture have developed their M&E systems based on Results-Based Management principles Kanyamuna (2018). In this context, M&E is significant not only to the Zambian government, but also to the citizens and other stakeholders.

In the Ministry of Health, the Monitoring and Evaluation Section under the Directorate of Policy and Planning is responsible for all monitoring and evaluation of the sector performance. Among the mandates of the Ministry of Health is the collection of Health Statistics which is key to patient management and monitoring patient outcomes, research and to monitor and evaluate progress towards the set objectives in responding to the mandate functions SSP (2022). Therefore, health information is key to improving service delivery and responding to the mandate of the Ministry.

At the University teaching hospital, different health projects are undertaken and an example this the COVID 19 Vaccination into Routine Care (CAIRO) Project. The department of Monitoring and evaluation is engaged to collect and analyse data to track progress of the project, and this has helped regarding quality management of data and timely submissions of information. Furthermore, project stakeholders demand transparency, accountability for resource usage and impact, strong project performance, and organizational learning to enhance future projects. Adopting effective monitoring and evaluation methods will demonstrate superior performance and streamline processes, assessing the project's immediate impact, comparing its outcomes with expectations, and improving resource utilisation Mkutano (2018). Effective M&E is essential for projects in both the public and private sectors. Continued investment in capacity building, technology, and stakeholder engagement will be crucial for the future success of M&E in Zambia.

The economic status for monitoring and evaluation at the University Teaching Hospitals-Adult is that from the GRZ funding, internally generated fund and NHIMA fund given to the institution, only 1.7%, 0.37% and 0.83% respectively is allocated to the Department of Health Information which does the monitoring and evaluation activities. The table below gives detailed information on the economic status.

Table 0.1: Economic Status of M&E Activities

Type of Funding	**Annual Hospital Budget**	**Annual M&E Budget**	**Percentage of M&E Budget**
GRZ Funding	21,836,722	366,256	1.7%

Internally Generated Fund (IGF)	21,513,227	80,407	0.37
NHIMA Fund	8,886,599.8	74,138.20	0.83

Source: 2023 Budget for UTHs-Adult

1.2.1 Policy Framework

Policies on monitoring and evaluation (M&E) are designed to guide the implementation and management of M&E activities within organizations, governments, and international agencies. These policies ensure that M&E is conducted systematically and effectively to support decision-making, accountability, and learning. Some of the M&E policies include:

1.2.1.1 USAID Evaluation Policy of 2020

According to USAID (2020), the USAID's policy outlines the principles and practices for conducting evaluations of its development assistance programs, emphasising transparency, rigour, and the use of evaluation findings to inform future programming. The policy aims to provide clear guidance to USAID staff, partners, and stakeholders on the objectives of evaluation, the types of evaluations that are required or recommended, and the approach to designing, conducting, sharing, and utilising evaluations. While it primarily guides staff in making evaluation-related decisions within USAID-managed programs, it also communicates USAID's evaluation approach to implementing partners and key stakeholders.

1.2.1.2 World Bank Group Evaluation Principles of 2019

According to World Bank Group Evaluation Principles (2019), the World Bank's policy requires the use of monitoring and evaluation (M&E) to assess the effectiveness of its projects and programs, emphasising both learning and accountability. The policy includes fundamental principles for evaluation, as well as guidelines for selecting, conducting, and utilizing evaluations. These principles are designed to enhance accountability, support learning, and promote evidence-based decision-making, ultimately improving development outcomes.

1.2.1.3 World Health Organization (WHO) M&E Policies of 2011

According to WHO (2017) various M&E policies for different health programs, such as those targeting non-communicable diseases, immunization, and health systems strengthening. It provides guidance to countries and partners for strengthening monitoring, evaluation and review (M&E) of national health plans and strategies. It outlines the key attributes and characteristics of a sound country-led platform for monitoring, evaluation and review of health sector progress and performance, as the basis for information and accountability. With the WHO monitoring framework in place, the existing country mechanisms are strengthened as it provides guidance on the monitoring and evaluation of health programs, particularly in areas like disease prevention, maternal health, and emergency response.

1.2.1.4 National Health Strategic Plan Monitoring and Evaluation Framework 2022-2026

According to the National Health Strategic Plan (2022-2026), the Ministry of Health, in partnership with its stakeholders, has developed the National Health Strategic Plan (NHSP) for 2022-2026. The Monitoring and Evaluation Framework supports the NHSP, aiming to improve accountability, transparency, and efficiency in healthcare delivery. It also provides a unified platform for assessing the health sector's performance in achieving the goals of the NHSP 2022-2026 and ultimately, the objectives of the 8th National Development Plan. This framework unites all stakeholders under a common set of key performance indicators to monitor progress and evaluate outcomes.

1.2.1.5 National Monitoring and Evaluation Policy of 2019

The Policy is designed to enhance the monitoring and evaluation (M&E) capabilities among stakeholders across the country. A situational analysis, which informed the development of this Policy, highlights significant gaps in the ability of many Ministries, Provinces, and other Spending Agencies (MPSAs) to effectively perform M&E functions. These gaps include a shortage of adequately trained M&E personnel, a lack of data-generation systems, and poor information management, which results in a more coordinated and cost-effective way. This Policy addresses these and many other inadequacies in the countrywide M&E systems.

1.2.2 Legal Framework

Legal frameworks on monitoring and evaluation (M&E) provide the formal structure and guidelines that govern how M&E processes should be conducted within an organization and these include:

1.2.2.1 Public Service Act of 2020

These acts often include provisions for M&E within the public service, requiring regular assessment of program performance and service delivery. The provisions of this Act apply mainly to the public service, which includes public service agencies and Crown agents. Some provisions of this Act also apply to other State services or specified agencies in other State services and some provisions apply to other areas of government. This Act describes the people working in the public service and their roles and functions.

1.2.2.2 Public Financial Management Acts (PFMAs) of 2018

Many countries have PFMAs that require government agencies to monitor and evaluate the use of public funds, ensuring accountability and transparency in public sector projects. This Act aims to establish an institutional and regulatory framework for managing public funds, as well as to enhance accountability, oversight, management, and control within the public financial management system.

Regarding the economic status of the Ministry of Health, the overall level of health spending in Zambia makes up a small share of Zambia's gross domestic product (GDP). The total current health expenditure (CHE) as a percentage of GDP in Zambia is 4.5%, which is slightly higher than the average for other lower-middle-income countries globally but lower than the Sub-Saharan Africa regional average of 5.4%. Despite increases in government health spending both nominally and in real terms, the growth rate remains insufficient to reduce dependence on donor support soon. From 2011 to 2016, the government provided an average of 41% of total current health expenditure annually, comparable to the 42% contributed by donors during the same period Collins et al. (2018). This indicates that donor spending in Zambia remains substantial.

A significant portion of donor funds allocated to Zambia's health sector is designated for HIV/AIDS and is channelled through vertical programs. Most public health expenditure in Zambia is focused on the district level, aligning with the government's

goal to deliver quality health services via a primary health care (PHC) model. Nevertheless, spending on secondary and tertiary-level hospitals has also been rising Collins et al. (2018). The Ministry of Health (MoH) has a detailed planning and budgeting system, its effectiveness is undermined by issues with monitoring and evaluation, budget execution and fund absorption.

1.3 Statement of the Problem

Globally, many projects face challenges related to data accuracy, reporting inconsistencies, and limited stakeholder engagement in the evaluation process. At the regional level, disparities in resource allocation and capacity building for M&E further hinder the ability to track progress and identify gaps. In Zambia, inadequate funding for monitoring and evaluation activities has significantly impacted the performance and completion of health projects at the University Teaching Hospital. Despite the importance of monitoring and evaluation, many projects remain incomplete due to inadequate planning, absence of M&E framework, inadequate funding and untimely funding. Kirori and Karanja (2019) highlights that very few organisations have faith in M&E partly because they are seen as a donor requirement rather than a management tool June (2024). This gap in monitoring and evaluation hinders the ability to make informed decisions, allocate resources efficiently, and achieve desired health outcomes.

However, there is limited research focusing specifically on the University Teaching Hospitals-Adult. While global studies like those by Tesfya (2021) and Elias Wolde (2019) provide general insights, they do not address the unique challenges faced at the University Teaching Hospital. Ideally, timely funding and adequate funding should prevent project delays, but this is not the case at the University Teaching Hospital where significant gaps in monitoring and evaluation remain.

This study aims to examine the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. By examining the role of monitoring and evaluation, the study will contribute to the existing body of knowledge by offering a tailored framework for effectively incorporating monitoring and evaluation into all projects, thereby improving the performance of health initiatives. In addition, it will address common challenges such as delays in funding, cost overruns, and

mismanagement, thus offering recommendations for better monitoring and evaluation at the University Teaching Hospital.

1.4 Research Objectives

1.4.1 General Objective

The overall objective of the study is to critically analyse the role of monitoring and evaluation on performance of health projects.

1.4.2 Specific Objectives

To achieve the main objective of the study, the specific objectives have been identified as follows:

1. To explore how planning for monitoring and evaluation influences performance of health projects at the University Teaching Hospitals-Adult.
2. To assess the influence of resource allocation in monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult.
3. To develop a framework that will encourage project managers to effectively use the M&E systems at the University Teaching Hospitals-Adult.

1.5 Research Questions

1. How does planning for monitoring and evaluation influence performance of health projects at the University Teaching Hospitals-Adult?
2. How does resource allocation in monitoring and evaluation influence performance of health projects at the University Teaching Hospitals-Adult?
3. What framework will encourage project managers to effectively use the monitoring and evaluation systems at the University Teaching Hospitals-Adult?

1.6 Significance of the Study

This study is of utmost importance and contributes massively to the field of monitoring and evaluations as it plays a pivotal role in ensuring the success and sustainability of health projects. Monitoring and evaluation are essential for assessing, measuring and analysing the progress and impact of projects, programs and policies across different geographical locations and sectors. The purpose of this study was to critically analyse the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. Academically, the research findings make substantial contributions to the field of monitoring and evaluation as well as being a

reference for future research. By employing rigorous monitoring and evaluation practices, organizations and governments can make data driven decisions, pinpoint areas needing improvement, efficiently allocate resources and enhance accountability.

1.7 Scope of the Study

This research focuses on the role of monitoring and evaluation on performance of health projects at University Teaching Hospital-Adult, which is located on Nationalist Road, Lusaka, Zambia. The study is delimited to employees at the University Teaching Hospitals-Adult who were randomly selected. The research is confined only to achieving the study's specific objectives. The variables under study include project team budgetary allocation, timeliness of project completion and quality of service delivery.

1.8 Definition of Key Terms

Monitoring: This refers to the unceasing and continuous collection and systematic analysis of information in relation to a project, program or intervention Dyason (2010).

Evaluation: This refers to the process of assessment that hinges almost solely on answering questions about an intervention or program Dyason (2010).

Monitoring and Evaluation: This refers to a process whose main aim is to help improve project Performance and achieve expected or planned results Moses (2018).

Projects: This refers to an activity or undertaking that has a definite start and end date Atkinson (1999).

Project Performance: This refers to the degree of project goal achievement within the stipulated project period and budget Atkinson (1999).

Resource Availability: This refers to the adequacy of materials (both tangible and intangible) and assets (both financial and nonfinancial) that can be harnessed to complete a particular task Clear (2012).

Stakeholder Participation: This refers to the engagement of people who are directly or indirectly affected by decisions of a social outfit Clear (2012).

1.9 Dissertation Outline

This section outlines the entire research which has six chapters. The dissertation analyses the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult.

Chapter One: Introduction and Background - This chapter presents the research topic by offering background information on how monitoring and evaluation affect the performance of health projects, emphasising their importance and impact. It also details the problem statement, specifies the research objectives and questions, and discusses the significance and scope of the study. The chapter concludes by defining key terms and outlining the dissertation structure.

Chapter Two: Literature Review - This chapter provides an in-depth review of the existing literature on the role of monitoring and evaluation on the performance of health projects. It examines different theories, concepts, and empirical studies relevant to the research topic. This chapter highlights existing gaps in the current literature that the research aims to address. Additionally, it outlines the theoretical and conceptual framework which discuss the various theoretical perspectives and concepts relevant for the study.

Chapter Three: Research Methodology- Chapter Three outlines the research methodology to be used in the study. It defines the research approach, design, and rationale. It further outlines the study population, sample size, data collection tools, data analysis, validity, reliability and ethical considerations.

Chapter Four: Data Findings and Presentations- This chapter presents the data findings derived from the questionnaires collected from eligible respondents. It offers a detailed presentation and analysis of the collected data, concentrating on the identified variables. Statistical techniques will be utilized in the data analysis process, with tables, graphs, and other appropriate visual representations will be employed to present the findings effectively.

Chapter Five: Discussion and Analysis of Results- This chapter offers a comprehensive discussion and analysis of the research findings, comparing its significance to the existing body of knowledge on the research problem. The chapter connects the introduction, research questions, and literature review to address the

research questions posed in chapter one. It critically analyses the findings, applying key concepts and offering insights into how the research contributes to understanding the role of monitoring and evaluation on performance of health projects.

Chapter Six: Conclusion and Recommendations- This chapter serves as the final chapter, presenting the conclusions and recommendations based on the research findings. Additionally, the chapter highlights the direction for future research, offering a thorough and conclusive ending to the dissertation.

1.10 Chapter Summary

Chapter one explores the role of monitoring and evaluation on performance of health projects, highlighting its importance and impact at the University Teaching Hospitals-Adult. It also establishes the problem statement, defines research objectives and questions, highlights the significance of the study, explains its scope, clarifies key terms, and provides a dissertation outline. The following chapter offers a literature review and develops the theoretical and conceptual frameworks.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter brings a review of existing concepts, principles and practices on monitoring and evaluation in relation to performance of health projects. It presents a comprehensive review of the literature relevant to the study and it is organized into two primary sections: empirical and theoretical reviews. The empirical review discusses recent studies conducted in various regions, while the theoretical review delves into relevant theories and concepts related to monitoring and evaluation on performance of health projects. The chapter begins with an overview on monitoring and evaluation followed by a discussion of the research objectives, which focus on the impact of planning for monitoring and evaluation on health project performance, the influence of resource allocation in monitoring and evaluation, and the development of a framework to encourage project managers to effectively utilize M&E systems. A

summary of the literature is then provided, along with a table highlighting the knowledge gaps that need to be addressed. The chapter continues with a discussion of relevant theories and conceptual frameworks, detailing the independent, moderating, and dependent variables and explaining how they are operationalized. The chapter concludes with a summary.

2.2 Overview of Empirical Literature

Globally, the integration of monitoring and evaluation in projects is gaining prominence in the context of complex projects. According to Waweru and Kimathi (2022), monitoring and evaluation have existed since ancient times. The philosophical orientation and conceptualization of M&E has evolved over time and the emphasis on monitoring and evaluation of projects mirrored the period of discontent around project management in the late 1950s when project management was formally recognized as a distinct discipline arising from the management discipline (Rene and Joseph, 2024). Today, the importance of M&E as a management tool has significantly increased due to stakeholders' demands for accountability and transparency, along with the need to demonstrate project performance Duncan (2022). Development banks and bilateral agencies also frequently use M&E to enhance the effectiveness of their projects and to ensure transparency.

This research seeks to enhance the understanding of this by focusing on the role of monitoring and evaluation on performance of health projects as they play a vital role by ensuring accountability, enhancing learning, and optimizing the use of resources. They provide a structured approach to assess whether health interventions are producing the desired results and contributing to broader health goals. However, despite their importance, these practices are often deprioritised by many project developers. Therefore, addressing the challenges of incorporating monitoring and evaluation in all projects is vital for success. This study specifically focuses on health projects at the University Teaching Hospital in Lusaka District, to further this understanding.

2.2.1 Project Performance

According to Otieno (2019) project performance has been defined by the criteria of time, budget and deliverables. Project performance is behaviour that can be evaluated regarding whether it adds value or makes the organization more effective. Shenhar

(2021) divided performance into four categories, and these are time efficiency, cost, quality, and production efficiency. The main criteria for evaluating project performance include its relevance, efficiency, effectiveness, impact on beneficiaries, and the sustainability of the interventions Hezron and Johnbosco (2020). The performance of projects can be enhanced by integrating concepts from the independent variables, which include expertise in M&E, M&E plans, Involvement of stakeholders in M&E, and funding for M&E.

Globally, Project performance is traditionally measured using the golden triangle, which means completing the project on time, within budget and specification PMI (2013). The critical significance of project performance lies in preventing failures such as exceeding the budget, missing deadlines for approvals, design, and occupancy, and failing to meet essential technical standards for quality, functionality, suitability, safety, and environmental protection June (2024). In addition, Nguyen (2015) did a study on project success factors in large projects in Vietnam and identified five critical success factors which were mostly human related: competent project manager, adequate funding, multidisciplinary/competent project team and commitment.

Sub-Saharan Africa Perspective according to Fredrick and Makori (2016) is that effective monitoring and evaluation of projects is usually one of the ingredients of good project performance. Effective project performance enables businesses to maximize profitability, reduce the impact of risky and uncertain events on the achievement of project objectives, and capitalize on opportunities that might arise from such risks. Nisa, et al. (2015) did research in Pakistan on M&E systems link to project performance of NGOs in the health sector and indicated that information systems use in M&E was found to influence NGOs project performance positively. Performance management monitoring allows project teams to assess their adherence to government regulations and demonstrate the results or outcomes achieved by the project.

Austine (2021) noted that project performance assessment model was developed to provide criteria for evaluating project performance. The model suggests that project performance should be evaluated beginning with the project's inputs, continuing through the process, and concluding with the outcomes. Quality is also a key area that

the project management team must prioritize to ensure optimal project performance. By integrating monitoring and evaluation (M&E) into project processes and activities, the model ensures continuous checks and balances throughout project management. Ofori-Kuragu et al. (2016) further noted that client satisfaction, staying within budget and schedule, achieving acceptable quality, meeting health and safety standards, and complying with social and environmental requirements are essential indicators of a successful project.

Project monitoring and evaluation (M&E) performance can be assessed using a wide range of performance indicators related to various dimensions, including time, cost, quality, client satisfaction, client changes, business performance, and health and safety Koima and Mukulu (2020). Key Performance Indicators (KPIs) differ based on the industry, project, or specific goals, but they generally focus on critical factors like efficiency, quality, and outcomes. Many of the standard KPIs used in various projects can also be applied to health-related projects. Mohammed (2014) identified budget, scope, and schedule as key KPIs for projects using the Earned Value Management (EVM) method, while cost, quality, and time were highlighted through the project success factor model. According to Austine (2021), commonly used indicators for assessing project performance, including building infrastructure projects include cost, schedule, quality, safety, and social and environmental performance. To track the success of a project, performance must always be evaluated.

Zambian perspective is that Zambia's key performance indicators for monitoring and evaluation are tailored to track performance across sectors while aligning with national and international development goals. The NHSP (2022-2026) M&E Framework, therefore, binds all M&E staff to one set of key performance indicators for tracking progress and measuring performance. These indicators enable the government, development partners, and stakeholders to assess the impact of programs, guide policy decisions, and adjust interventions to improve outcomes. The health sector uses key performance indicators to monitor service delivery, health outcomes, and resource utilization. Some key indicators among others include maternal mortality ratio, HIV prevalence rate, incidence of malaria, and under-5 mortality rate.

2.2.2 Types of Monitoring and Evaluation

Different types of projects require different types of M & E systems Julia and Muchelule (2018). Various types of monitoring can be used depending on the purpose, timing, and scope of the initiative. Studies reviewed about classifications of M&E by different scholars show striking similarities. There are two main types of Monitoring and evaluation: Results-Based Monitoring and Evaluation (RBM) and Implementation-Based Monitoring Musyimi (2022). According to James and Naomi (2021) RBM is designed to provide feedback on the actual outcomes and goals of projects, helping to determine whether the intended results are being achieved or will be achieved as the project progresses Kirori and Karanja (2019). In contrast, Implementation-Based Monitoring focuses on inputs, project activities, and outputs, fostering collaborative learning among stakeholders at different levels and encouraging commitment to corrective actions when needed Musyimi (2022). Practices in project monitoring and evaluation primarily centre around Results-Based Monitoring and Evaluation (RBM) and Implementation-Based Monitoring (IBM) depending on the area of focus.

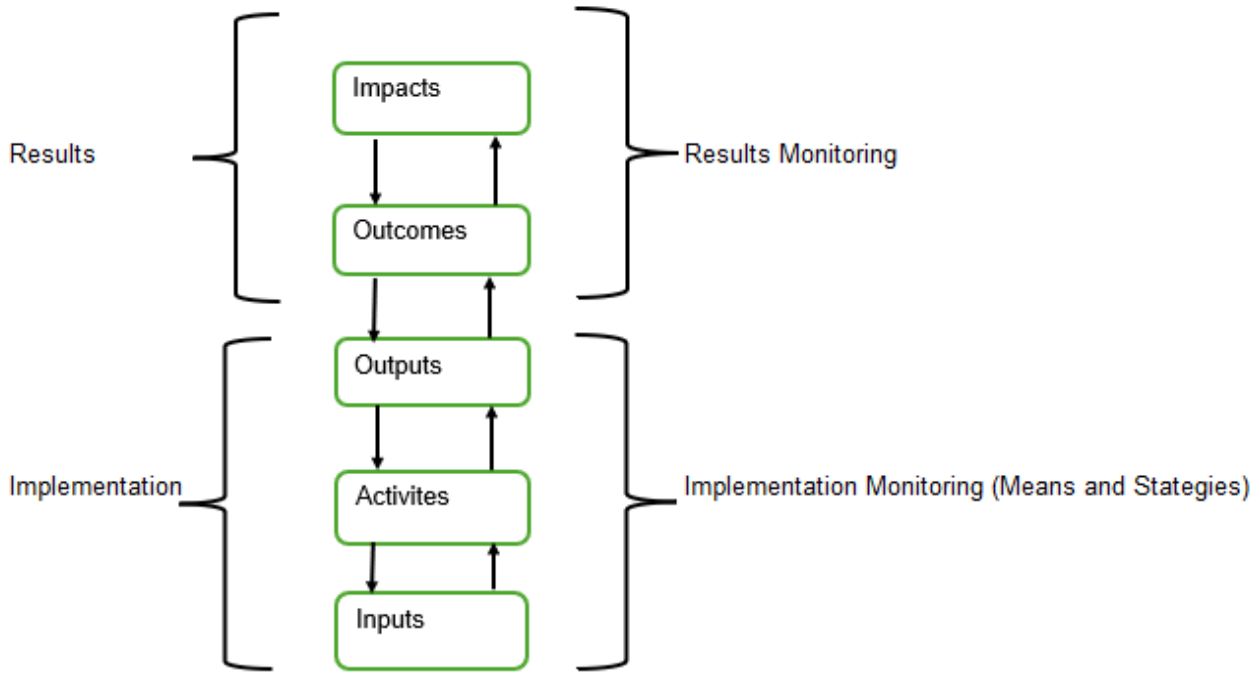

Figure 0.1: Key Types of Monitoring

Source: Author (2025).

There are three types of evaluations: (i) Ex-ante Evaluation, also known as Needs Assessment, which is conducted before a project begins; (ii) Formative Evaluation, which examines ongoing project activities; and (iii) Summative Evaluation, which

evaluates the success of a completed project in achieving its objectives. Summative evaluation gathers information on outcomes and the related processes, strategies, and activities that contributed to them June (2024). Each type of evaluation serves a specific purpose and is used at different stages of a project or program's lifecycle. Otieno (2019), further suggested that external consultants should operate in a supportive environment to ensure effective knowledge transfer to their counterparts. Governments are encouraged to play a key role in promoting this practice. It is widely acknowledged that for evaluations to remain unbiased, they should be conducted by external consultants.

2.2.3 Role of Monitoring and Evaluation

Globally, the international community agrees that monitoring and evaluation has a strategic role to play in informing policy making processes. The aim is to improve relevance, efficiency and effectiveness of policy reforms UNDP (2015). Monitoring is a good management tool which if used properly, provides continuous feedback on the project implementation as well as assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of this is barely understood and therefore has negative impacts on the projects Otieno (2019). Monitoring and evaluation provide necessary data that informs strategic planning, helps design and implement programs and projects, and enables more effective allocation and reallocation of resources WHO (2017). Any project needs evaluation for its success to be prevalent and for this reason; evaluations need to be carried out by people with adequate and relevant skills, sound methods and adequate resources as well as transparency to secure their quality.

Regionally, Eyibio and Daniel (2020) observed that when the monitoring and evaluation function is positioned within a section that holds significant decision-making power, it is more likely to be taken seriously. However, the primary role of monitoring and evaluation is not to make decisions but to ensure that projects stay on track, that informed decisions are made, and to generate lessons for future programming and sustainability. Apondi (2022) also noted that M&E units aim to be perceived as adding value, which enhances their credibility in the eyes of managers. Muchelule (2018) on the other hand, emphasizes that monitoring and evaluation are essential for achieving evidence-based policymaking, management, and accountability. In policymaking,

particularly in budget decisions and national planning, the focus is on balancing government priorities within competing demands from citizens and various societal groups. Duncan (2022) further argues that factors that strengthen monitoring teams include the frequency of monitoring to identify changes, the number of personnel involved in monitoring the project schedule, and the extent of monitoring to detect cost overruns.

Kirori and Karanja (2019) investigated the impact of monitoring and evaluation practices on the success of donor-funded food security intervention projects. They concluded that participatory monitoring and evaluation (PM&E) significantly contributes to the success of food security projects, though it should be supplemented with strong project management skills. According to Julia and Muchelule (2018) monitoring and evaluation are conducted for the following reasons: to provide the project managers and stakeholders (including donors) within formation on the extent to which the projects are meeting its objectives, to build transparency and accountability on the use of project resources, to provide project staff with a clearer basis for decision, for future project planning and development which is improved when guided by lessons learned from project experience.

In Zambia at UTH-Adult, the Department of Monitoring and Evaluation ensures capacity for data collection, management, analysis and reporting is strengthened. It also ensures that health management information systems are strengthened, good quality data is provided in a timely manner, build capacity in members of staff as well as strengthen upcoming frameworks to integrate transparency and accountability of health systems. To effectively implement M&E in such projects, the agencies responsible for project execution should provide training in the hospital to enhance their capacity for understanding and participating in the monitoring and evaluation process.

Table 0.1: Key Performance Indicators (KPIs) for a Health Project

Category	**Key Performance Indicator (KPI)**	**Description**
Cost		Percentage of the project budget spent vs. planned budget

	Budget Utilization	
Schedule	Project Timeline Adherence	Percentage of project milestones achieved on time
Quality	Patient Satisfaction Rate	Percentage of patients reporting satisfaction with the healthcare services
key performance indicators (KPIs) for a health project	Treatment Success Rate	Percentage of patients successfully treated or showing improvement
Access to Services	Number of Patients Served	Total number of patients receiving services within the project duration
Resource Utilization	Equipment Utilization Rate	Percentage of time key equipment is in use
Environmental Impact	Waste Management Compliance	Percentage of healthcare waste properly managed and disposed of according to standards

Source: Author (2025).

2.3 Literature According to Research Objectives

2.3.1 Monitoring and Evaluation Plans on Performance of Health Projects

Globally, project planning is one of the primary steps of project M&E. It is the most essential phase in project performance. Project planning is a discipline addressing how to complete a project in a certain timeframe, usually with defined stages and designated resources. According to Taylor (2017), project planning is the process of identifying the activities, methods, resources, and timelines necessary to create a roadmap for the project. Most scholars of project monitoring and evaluation argue that planning for M&E should be done just at the very beginning of project planning Koima and Mukulu (2020). However, some believe that M&E planning should occur after the planning phase but before the design phase of a project or intervention Otieno (2019). Despite these differing views, nearly all scholars agree that the M&E plan should detail how the project will be evaluated James and Naomi (2021). In the planning of the monitoring and evaluation system, every aspect of the program that is required to be in place is covered to ensure early detection of issues or lapses as well as making informed decisions.

Austine (2021) states that project planning is the project backbone, and a project success is influenced by the design of a project. According to UNDP (2015), M&E activities occur throughout the program and project cycles and should be reviewed and updated regularly, at least annually, such as during annual reviews. The main goal of planning is to track progress, execute the project, and establish a strategy for monitoring and evaluation Nalianya (2017). This plan outlines the components, steps, and activities from the project planning phase through to achieving the project's intended impact. Good planning, combined with effective monitoring and evaluation, can play a major role in enhancing the effectiveness of development programs and projects UNDP (2015). Without strong planning, monitoring, and evaluation, it would be challenging to determine if efforts are on the right track, assess progress and success, or identify ways to enhance future initiatives Rene and Joseph (2024). Despite the significance of planning, very limited research exists that examines the link between project planning and its outcome performance.

The regional perspective from the studies reviewed, it has been noted that the scope of M&E plans varies based on the program’s size and the organization’s scale Mokua and Mungai (2022). According to June (2024), monitoring and evaluation (M&E) planning is a crucial part of an M&E system which focuses on the practical steps needed to track and assess the objectives and indicators laid out in the project or program’s log frame. According to USAID (2020), An M&E plan helps manage the process of evaluating and reporting progress toward achieving project outputs and outcomes, while also defining the evaluation questions to be addressed. It outlines the indicators, assigns responsibility for data collection, specifies the tools and forms to be used, and explains how data will move through the organization. This demonstrates that planning for monitoring and evaluation takes care of all aspects that need to be in place so that there is early detection of progress or lack thereof.

In Kenya for example, a study conducted by Bernard Phiri (2015) examined how the scope of M&E plans influenced the performance of two projects—the Multinational Project (MNP) and the Virtual University for Cancer Control Network (VUCCnet)—successfully implemented by the African Virtual University (AVU). The study found that AVU used a narrow-scope M&E plan, which included project objectives, performance evaluation, indicators, outputs and outcomes, conceptual measures, baseline data, and a monitoring schedule. However, broader aspects of M&E plans, such as data

analysis, reporting schedules, learning mechanisms, training, and knowledge management, were not addressed. Similarly, Muhammad (2018) examined M&E practices in higher learning institutions in Kenya using secondary data and found a significant relationship between M&E planning and project performance. Maternal health programs run by NGOs in Kenya were the focus of Micah's (2017) research on the impact of monitoring and evaluation techniques on project success. The research concluded that better maternal health project outcomes might be achieved by more familiarity with M&E work plans.

Ika (2015) examined the relationship between project planning and success of project implementation in Ghana, revealing a strong positive relationship between monitoring and evaluation (M&E) planning and project performance. Marren (2016) also studied project planning and the performance of health projects in Somalia. The results also indicated that M&E practices were significantly associated with project performance, with plans helping to estimate the necessary M&E budget and human resources. Rene and Joseph (2024) notes that an M&E plan provides project staff with a reference sheet detailing all M&E activities throughout the project’s duration, highlighting key data. M&E plans should be regularly revised, reviewed, and updated to reflect changes in the program's environment or circumstances. This ensures the M&E plan remains relevant in guiding program implementation.

In Zambia, The Ministry of Health, in collaboration with its stakeholders, has developed the National Health Strategic Plan for the period 2022-2026 (NHSP 2022-2026). The National Health Strategic Plan 2022-2026 undergoes two (2) evaluations, namely, a Mid-term Review (MTR), after the first 2.5 years of implementation and a final review at the end of the duration. The Monitoring and Evaluation Framework, therefore, complements the National Health Strategic Plan and is meant to contribute to enhanced accountability, transparency, and efficiency in the provision of health services. The NHSP 2022-2026 M&E Framework, therefore, formulates one set of key performance indicators for tracking progress and measuring performance. Assessing the progress and performance of the National Health Strategic Plan is undertaken through a country led monitoring and evaluation forum. At the hospital level, the Action Plan and Strategic Plan guide in tracking progress on the indicators.

2.3.2 Resource Allocation in Monitoring and Evaluation on Performance of Health Projects

Globally, a budget is one of the most useful management tools in project implementation, and if understood and managed effectively, it may yield tremendous benefits. The project budget must clearly and adequately allocate funds for monitoring and evaluation activities. Apondi (2022) notes that a specific budget for monitoring and evaluation can be outlined within the overall project budget to acknowledge the important role it plays in project management. M&E budgeting is a modern management strategy that helps to allocate available resources to meet commercial and public needs. According to Duncan (2022), adequate and timely funding is crucial for the success of a project, but inadequate or delayed funding can disrupt the project's implementation schedule. Otieno (2010) also states that financial resources necessary for conducting Monitoring and Evaluation (M&E) should be planned and allocated before the project begins as the availability of these funds will influence the extent to which the implementation, enhancement, and sustainability of the M&E system can be achieved.

The project budget should clearly allocate sufficient resources for monitoring and evaluation activities. By including a dedicated monitoring and evaluation budget within the overall project budget, the importance of this function in project management is appropriately acknowledged Duncan (2022). It is essential for M&E professionals to evaluate budget requirements during the project design phase to ensure that sufficient funds are allocated for essential M&E tasks. Program managers need to understand the proportion of the overall budget that should be dedicated to M&E. UNDP (2015) states that no specific formula has been suggested, but various donors consider a range of 3 to 10 percent to be suitable. On the other hand, according to WHO (2017), a monitoring and evaluation budget should be about 5 to 10 percent of the total project budget. However, it is important to strike a balance in practice, ensuring that the M&E budget is neither too small, which could compromise the accuracy and credibility of results, nor too large, which could negatively impact the overall program Zaltsman (2014). To achieve effective and high-quality monitoring and evaluation, it is essential to allocate sufficient financial and human resources during the planning phase.

In the recent past, donors have put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding. In contrast, implementing agencies put little or no emphasis at all on M&E and most of them try to resist having structures that can support M&E in their organizations. Hezron and Johnbosco (2020) identified financial difficulties as major causes of delays in government sponsored projects. If less resources are applied to an activity, there shall be slowed growth while too many resources will result in redundancy and therefore less productivity UNDP (2015). In addition, Mbotho (2014) notes that many organizations tend to allocate limited budgets for monitoring and evaluation of water projects. Due to financial constraints, they face significant challenges in securing and implementing effective monitoring and evaluation activities. Although monitoring and evaluation are closely linked and often conducted together, they should have separate financial allocations. Each should have its own budget line, agreed upon with partners at the beginning of the project.

Regionally, a study done by Mugo (2014) in Kneya on the Monitoring and Evaluation of Development Projects and Economic Growth found that the budget allocated for monitoring and evaluation is a significant positive factor in the successful implementation of M&E systems in development projects. Specifically, increasing the budget for M&E in a development project can significantly raise the probability of implementing an M&E system by 13.13%, assuming other factors remain constant. Magondu (2013) also noted that budget availability is the main resource in any functional organization as far as other resources are concerned. Eyibio and Daniel (2020) explored the relationship between budgeting and project success, concluding that resource budgeting is a vital tool in project management, and efficient budgeting can significantly contribute to project success.

Murei et al. (2017) evaluated the impact of monitoring and evaluation (M&E) funding on the performance of horticulture projects. The study found that the M&E budget was a critical factor in determining project success. It emphasized that the M&E budget should be clearly outlined within the overall project budget to ensure that the M&E function receives the necessary attention and resources, recognizing its importance in achieving optimal project outcomes. Mushori (2015) also investigated effectiveness of M&E practices in Nairobi County. The study concluded that including an M&E budget during strategic planning is essential. Underfunding often leads to stalled or poorly

performing projects, and the budget should be comprehensive, covering all anticipated costs and expenses. In Rwanda, Gashuga (2016) examined the effect of financial management on project performance. The study found a positive relationship between financial allocation, funds control, fundraising, and project performance. Proper allocation ensures adequate resources for data collection, analysis, and reporting, which strengthens project outcomes and stakeholder confidence.

In Zambia, effective budget allocation for Monitoring and Evaluation (M&E) is recognized as crucial for ensuring project success. The Zambian National Monitoring and Evaluation (M&E) Policy emphasizes the importance of explicitly allocating a budget for M&E activities. This is seen as crucial for ensuring effective monitoring and evaluation of projects and programs, leading to optimal performance. The policy stresses that M&E budgeting should be integrated into the general project budget to give it the recognition it deserves for tracking development progress and ensuring transparency.

2.3.3 Framework on Monitoring and Evaluation Systems

The global perspective is that developing a framework is recommended, with the Logical Framework Approach (LFA) suggested as an effective tool for managing program performance. The Logical Framework Approach is a robust analytical method for planning and overseeing objective-oriented projects, valuable in both the design phase and initial planning stages Hamenudin and Rosnah (2019). The framework clarifies the relationships between key execution elements and highlights both internal and external factors that may influence a project's success. By doing so, it enhances the understanding of project objectives Kerzner (2018). Additionally, the M&E system should provide detailed information on the budget, required technical expertise of project staff, and updates to inform project funders on how the project will be executed Guijt et al. (2021). A more focused M&E plan, often called an indicator matrix or M&E framework, is a document that specifies project indicators and how they will be measured June (2024). The framework not only aids in identifying key indicators at each stage of the results chain but also aligns these indicators with specific data collection methods.

Kogen (2018) states that in 2005 and 2008, Results-Based Management (RBM) emerged as the primary framework for assessing the efficiency and effectiveness of

nonprofit organizations, primarily due to its endorsement by the Organization for Economic Cooperation and Development (OECD). The M&E component should be structured around a comprehensive logical framework that covers the selection of key indicators, identifies the data sources for each, and outlines strategies for addressing data gaps. The logical framework (log frame) has proven to be an effective M&E system, providing a summary of plans aimed at addressing identified problems, setting objectives to tackle them, and outlining the intended results, including activities, outputs, purpose, and overall goal Austine (2022). June (2024), further indicates that some decisions regarding the design of the framework might be due to negotiations among stakeholders, which can complicate the implementation of certain recommendations

A monitoring and evaluation framework on how the success of the projects should be measured forms part of the project proposal due to demand to demonstrate results and accountability requirements on projects performance. The M&E system uses diverse tools such as formal surveys, rapid assessment techniques, participatory approaches, cost-benefit and cost-effectiveness analyses, performance evaluations, impact assessments, and a logical framework approach. The choice of tools depends on the specific information requested by the project organization WHO (2017). Developed nations and countries have designed tough, efficient, and effective monitoring and evaluation methods and indices because of their substantial decentralization of resources Lahey (2015). In addition, Eyibio and Daniel (2020) assert that most major donors support Results-Based Management (RBM), which emphasizes that evaluations should prioritize accountability. Monitoring and evaluation framework should include plans for conducting analysis, assessing data quality, and effectively communicating and disseminating the results.

Regionally, Apondi (2022) notes that many implementing organizations do not wholly bind their M&E processes to the Logical Framework Approach in project planning. Although some donors recognize its shortcomings of the logical framework such as the rigidity of its tabular format, they continue to support its use as a planning and monitoring tool Kirori and Karanja (2019). Wachamba (2019) conducted research on the factors influencing the success of monitoring and evaluation (M&E) systems in non-governmental organizations (NGOs) within Nairobi. The research also revealed that the choice of methods and tools significantly affects the execution of M&E

activities. However, several NGOs failed to utilize these tools and procedures, leading to poor implementation of M&E processes in their projects.

Barasa (2014) carried out a study on the influence of monitoring and evaluation (M&E) tools on project completion in Kakamega, Kenya. The findings revealed a strong positive correlation between the strategic plan and the logical framework, with an r value of 0.526. Additionally, 51 percent of respondents confirmed that using the logical framework could expedite project completion. However, the study did not determine how the logical framework approach influences M&E systems and project activities in Kakamega. Kariungi (2014) also discovered that certain energy sector projects in Kenya are completed on time due to factors like effective procurement processes, favourable weather conditions, sufficient funding, and the proper use of project planning tools such as the log frame matrix. Essence (2016) supports this by stating that project outcomes and their achievement indicators are compiled in a matrix that adheres to the logical framework approach.

Table 0.2: Standard Format of Log Frame Matrix

Project Description	Indicators	Means of Verification	Assumptions
Goal: Overall long term objective.	Measure achievement of the goal.	Sources of information for this indicator.	External factors necessary to sustain goal.
Purpose: Program's immediate outcome.	Measure achievement of immediate outcome.	Sources of information for this indicator.	External factors necessary to achieve goal.
Output: Results of activities to fulfil objective.	Measure to what extend the action achieves the output.	Sources of information for this indicator.	External factors must be met to achieve purpose.
Activities: Actions to produce outputs.	***Input:*** Resources needed to implement activities.		Pre-condition required before action start.

Source: Dey et al. (2006)

2.3.3.1 Geoffrey (2005) Logical Framework Planning Matrix for the Wells for Africa Project

Geoffrey et al. (2005), he decided that building wells in small villages was the way that

could personally intervene to achieve the wider objective of improving health in rural villages and he later developed a logical framework planning matrix for the wells for Africa project that would help to achieve this objective.

Table 0.3: Logical Framework Planning Matrix

	Narrative Summary	Objectively Verifiable indicators	Means of Verification	Important Assumptions
GOAL	Improve the health of villagers in rural communities.	Improvements in village residents' health.	Life expectancy; child and infant mortality; number or workdays missed due to ill health.	Reduction of water borne disease is a major factor in general health.
PURPOSE	Reduction of water-borne disease.	Reduction in Guinea worm, bilharzias, diarrhoea and other water-borne disease.	Statistics from local health clinics in the reduction of patients due to water-borne disease.	Water from the well reduces water borne disease.
OUTPUTS	Construction water well; access to improved water.	Availability of improved water.	Videos, pictures and surveys showing number of villagers accessing water daily	Village elders will allow construction.
INPUTS	Purchase construction material. Basic hygiene workshops.	Existence of well.	Pictures and videos of villages where wells were built.	Funds can be raised to purchase materials.

Source: Geoffrey et al. (2005)

2.3.3.1 Application of the Logical Framework Approach in Health Programs

The Logical Framework Approach has been applied in many fields. Previous studies have demonstrated the use of the LFA as a method for quality and performance improvement in healthcare settings Sandra et al. (2016). As for the public health field, this method has been applied in the maternal and child health program. The LFA tool helps managers design and convey the project's logic across two dimensions Goeschel et al. (2012). The first, or vertical dimension, examines if the project's activities can achieve its objectives and if these objectives align with broader, long-term goals. The second, or horizontal dimension, evaluates whether the assessment

plan can track project progress (referred to as process measures) and address potential issues effectively (referred to as outcome measures).

According to the National Health Strategic Plan (2022-2026), To this end, the Ministry of Health, in collaboration with its stakeholders, has developed the National Health Strategic Plan for the period 2022-2026 (NHSP 2022-2026). According to the NHSP M&E Framework (2022-2026), the Monitoring and Evaluation Framework, therefore, complements this Plan and is meant to contribute to enhanced accountability, transparency, and efficiency in the provision of health services. It also serves as a single platform against which the health sector will measure performance of the NHSP 2022-2026 and ultimately the objectives of the 8th National Development Plan. The NHSP 2022-2026 M&E Framework, therefore, binds all relevant stakeholders to one set of key performance indicators for tracking progress and measuring performance.

2.4 Summary of the Literature

The reviewed literature provides valuable insights into the role of monitoring and evaluation on performance of health projects. The literature highlights some factors that influence success on projects, and these include budget, planning, developed framework and stakeholder involvement. Most scholars agree that M&E planning should occur early, either alongside or after project planning, to ensure clear strategies for tracking progress and evaluating outcomes. Studies in various countries, including Kenya, Ghana, and Zambia, highlight the positive impact of well-developed M&E plans on project performance, emphasising that continuous revision and regular updates are essential to keep the M&E system aligned with project goals.

Furthermore, the studies emphasise that a well-structured budget is essential for successful project implementation, especially in Monitoring and Evaluation (M&E). Proper M&E budgeting ensures the allocation of necessary resources, including hiring staff, data collection, and system support. Typically, M&E budgets should comprise 5-10% of the total project budget to balance accuracy and efficiency without detracting from the overall program. However, many organizations fail to prioritise M&E funding, which can lead to poor project outcomes. Studies in Kenya and Zambia show that adequate M&E budgets significantly impact project success by providing the resources for proper data analysis, reporting, and decision-making. Effective financial planning

in M&E not only improves project performance but also enhances accountability and transparency, ensuring that development goals are met.

The literature also highlights that a well-structured Monitoring and Evaluation (M&E) framework is essential for tracking the success of health projects. It should include key indicators, data sources, strategies to address data gaps, and plans for data analysis and quality assessment. In Zambia, the Ministry of Health has developed the National Health Strategic Plan (2022-2026) aligned with the country's Vision 2030 to enhance health outcomes. The plan integrates M&E to ensure accountability, transparency, and effective measurement of progress towards Universal Health Coverage and broader development goals.

While the reviewed studies offer valuable insights, they also reveal significant gaps in the existing knowledge base, particularly concerning the role of monitoring and evaluation on performance of health projects at the University Teaching Hospital-Adult. There is an absence of a tailored monitoring and evaluation framework that considers the unique needs and challenges faced at the University Teaching Hospital in Zambia. These gaps underscore the need for further research to develop context-specific solutions and recommendations that can effectively support the role of monitoring and evaluation in Zambia.

2.5 Research Gap

This study addresses significant gaps in the existing literature by focusing on the specific case of monitoring and evaluation at University Teaching Hospitals-Adult, an area that has received limited attention in previous research. While earlier studies have examined the influence of monitoring and evaluation on various projects, they often lack detail regarding its role in the performance of health projects within this region. This research adopts a comprehensive approach, identifying the types of monitoring and evaluation commonly used, assessing how monitoring and evaluation plans affect the performance of health projects, and examining the influence of resource allocation in monitoring and evaluation on project performance. The gap analysis table below highlights some of the gaps found in the literature:

The table 2.4 below shows a summary of the gap identified in literature reviewed in this study

Table 0.4: Gap Analysis

No	Author and year	Research Topic	Methodology	Findings	Research Gap
1	Paul (2017)	Influence of monitoring and evaluation on the performance of water projects in Kenya: A case of mwala water project, machakos county	**Research Design:** Descriptive survey **Sample:** 226 **Sampling Technique:** Cluster **Data Analysis:** Descriptive statistics	The study determined that financing of monitoring and evaluation activities was necessary for the performance of water projects, participatory data collection strongly influenced water project in Mwala Ward and performance of the water project within Mwala Ward was strongly associated to the skills of water project staff in monitoring and evaluation.	Limited research on the role of monitoring and evaluation on performance of health projects at the University Teaching Hospital
2	Paru (2019)	The role of monitoring and evaluation system in promoting performance of non-governmental	**Research Design:** case-study design **Sample:** 222 respondents	The publication highlighted monitoring and evaluation should be strengthened to avoid overspending. Weak monitoring and evaluation system did not	The study did not measure the trend on the role of monitoring and evaluation

		organizations in juba county, South Sudan	**Sampling Technique:** Simple Random sampling **Data Analysis:** Descriptive statistics	support organization development instead it waste time and funds in term of development monitoring and evaluation tools,	system in promoting performance and the findings might not apply directly to health projects at the University Teaching Hospital.
3	Tekkwo (2019)	Influence of monitoring and evaluation on project performance (A case study of child fund international-gulu child development project)	**Research Design:** Descriptive method **Sample**: 30 respondents **Sampling Technique:** The Researcher did not mention **Data Analysis:** Correlation regression, Descriptive and inferential statistics	The study found out that monitoring and evaluation as a management function indeed has influence on project performance as all M&E activities are undertaken with intent to contribute to project performance.	While the findings may provide insights into monitoring and evaluation, they may not directly apply to performance of health projects at the University Teaching Hospital.
4	Sisay (2017)	The role of monitoring and evaluation functions in achieving project success: the case of save the children project in Ethiopia	**Approach:** Mixed research methodology **Research Design:** explanatory research design	The research findings revealed that the monitoring and evaluation team are affected by the availability of budget, its effective utilization of the budget as well as the absence of	Lack of comprehensive research on the role of monitoring and evaluation, on performance of

			Sample: 127 respondents **Sampling Technique:** The Researcher did not mention **Data Analysis:** Content analysis	monitoring and evaluation staff. Monitoring and evaluation system and the team competency must help for a project to sustain beyond the project period. The finding showed that there is a positive relationship between the role of monitoring and evaluation functions and project success.	health projects at the University Teaching Hospital
5	Samuel (2018)	The role of monitoring & evaluation on performance of public organization projects in Ethiopia: a case of Ethiopian public health institution	**Research Design:** Descriptive and explanatory survey design **Sample:** 78 respondents **Sampling Technique:** Stratified random sampling **Data Analysis:** Regression and correlation	The findings indicated that M&E training is also very relevant to the performance of project. M&E implementation strategies factors have also showed a lot of contribution on the performance of the projects in EPHI. management support for M&E affects the performance of the projects in EPHI.	Limited research on the role of monitoring and evaluation on performance of health projects at the University Teaching Hospital

6	Bernard (2015)	Influence of monitoring and evaluation on project performance: A case of African virtual university, Kenya	**Research Design:** mix of ex-post facto research design and survey **Sampling Technique:** The Researcher did not mention **Sample:** 27 respondents **Data Analysis:** correlation analysis, narrative and thematic methods	The study showed that there was a positive correlation between M&E and project performance. The four key activities of M&E: M&E planning, M&E training, baseline survey, and information system need to be implemented in full for M&E to be an effective management tool that would influence project performance.	The study did not investigation into the various types of monitoring and evaluation and the findings
7	Paul (2022)	The effects of project planning, monitoring and evaluation on public projects performance	**Research Design:** Descriptive survey research design **Sample:** 168 respondents **Sampling Technique:** Purposive sampling **Data Analysis:** Descriptive and inferential statistics	The study revealed that project evaluation has positive relationship with performance of the public project. The study also realized that achievement of project objectives, goals, development effectiveness, efficiency, impact, and sustainability were significantly influenced in attaining project sustainability. Project	While the findings may provide insights into monitoring and evaluation, they may not directly apply to performance of health projects at the University Teaching Hospital

				monitoring led to the project usefulness, hence ensure performance of the project.	
8	Maryanne (2016)	Monitoring and evaluation of programs/projects: Readiness assessment of the Ministry of Health in Kenya to implement monitoring and evaluation system	**Research Design:** mixed research design **Sample:** 150 respondents **Sampling Technique: P**urposive sampling technique **Data Analysis:** Descriptive analysis	Literature revealed cross-cutting factors that affects countries in line adopting an M&E system to include inadequate M&E capacity, particularly human resource and technical skills, insufficient M&E training, inadequate M&E systems, lack of M&E framework in some countries, poor utilization of performance information, poor infrastructure, fragmented M&E systems and lack of ownership as well as political will, among others. To overcome these factors, it has been highly 34 recommended that institutions should focus on their readiness assessment by focusing on three main	Lack of comprehensive research on the role of monitoring and evaluation, on performance of health projects at the University Teaching Hospital

				indicators, namely, Incentives, roles and responsibilities, and existing capacity.	
9	Apondi (2022)	Monitoring and evaluation practices on performance of health projects in kenya: a case of nairobi county	**Research Design:** Descriptive research **Sample:** 60 respondents **Sampling Technique:** Simple random, stratified, goal-directed and random sampling **Data Analysis:** Multiple Regression Analysis	The findings of the research emphasize the significance of upper management support, skills training, accessibility of money, and stakeholder involvement to improve the overall performance of health programs in Nairobi County.	Limited research on the role of monitoring and evaluation on performance of health projects at the University Teaching Hospital
10	Duncan (2022)	Monitoring and evaluation practices, community participation and performance of public funded health facilities construction projects in Kirinyaga county, Kenya	**Approach:** **Research Design:** **Sample:** **Sampling Technique:** **Data Analysis:**	The study highlighted that the relationship between monitoring and evaluation practice and performance of public funded health facilities construction projects does not depend on community participation.	While the findings may provide insights into monitoring and evaluation, they may not directly apply to performance of health projects at the University Teaching Hospital.

Source: Author (2025).

2.6 Theoretical and Conceptual Framework

There are different theories on monitoring and evaluation, each identifying their own paradigm and concept on M&E. According to Duncan (2022) a theoretical framework is a collection of interrelated concepts which guides research, determining what things to measure in statistical relationships. This research study was based on the three theories explained below.

2.6.1 Results Based Management Theory

The Results-Based Management (RBM) Theory was developed in Australia by Public Sector Authority in 1983. RBM puts emphasis on continuous monitoring processes accumulating learnt lessons in process shared on a regular basis to guide project execution actions and choices Musyimi (2022). According to Results-Based Management Handbook (2017), Results Based Management (RBM) is a broad management approach whose core focus is achieving results. Kari (2016) states that Results-Based Management (RBM) offers general guidelines on what should be considered during the planning, management, and evaluation of projects and activities. Results-Based Management (RBM) has been utilized resulting to enhanced shared learning approach among the stakeholders, increased efficiency and building capacity with an intention of adopting the knowledge acquired to change organizations actions and policies.

According to Musyimi (2022), the logical framework of Results-Based Management (RBM) is built on a structured, logical model that identifies the expected outputs and, in turn, determines the necessary inputs and activities to achieve the desired outcomes. According to Results-Based Management Handbook (2017), the RBM approach shifts the focus from inputs, activities, and processes to the benefits and achievements that result directly from the intervention. It also stresses the importance of using results-based information to enhance decision-making. Results-Based Management Handbook (2017) states that the RBM approach requires management to consistently reflect on whether the implementation of activities and outputs is leading to the achievement of the desired outcomes. Results-Based Management theory is relevant to the study as it provides a systematic framework that enhances the effectiveness, accountability, and transparency of health interventions by focusing

on measurable health outcomes, which is crucial for the University Teaching Hospital to achieve its project objectives.

2.6.2 Resource Allocation Theory

The resource allocation theory was first put forward by Hackman in 1985. The theory argues that a unit's centrality in an organization's workflow is relevant than, unit's centrality to the organization's mission. Therefore, in allocation of resources, mission over workflow is preferred. The allocation of resources for any function in an entity is pegged on relevance to those in authority. Resources are considered scarce; therefore, in an organization rationality of choice influences what function will be funded. Monitoring and evaluation practice is a function that requires both physical and human resources necessary to run its operations. Despite advocacy and stringent measures placed by project funders, reallocation of resources commonly affects budgets for M&E Hezron and Johnbosco (2020). The concept of resource allocation is relevant to M&E, as it requires financing of staff compensation, capacity building for project staff and allocation of funds for conduct of routine M&E activities that are periodically work planned.

Resource Allocation Theory is relevant to M&E at the University Teaching Hospital because it provides a structured approach for evaluating how resources are distributed and their impact on health outcomes. It ensures that resources are used efficiently, equitably, and in alignment with strategic health goals. By integrating resource allocation theory into M&E, the hospital can better plan, monitor, and optimize resource use, ultimately leading to improved health services and outcomes for Zambia's population.

2.6.3 Theory of Change

This theory, introduced by Carol Weiss in 1995, explains how and why an initiative works. According to Laing (2015), a theory of change is a theory-driven approach to planning, implementing, or evaluating change at the individual, organizational, or community level, based on the assumption that actions are intentional. A theory of change explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts Rogers (2014). It emphasizes not only the generation of knowledge regarding a project's effectiveness but also the explanation of how and which methods are utilized to achieve that effectiveness

Otieno (2019). A theory of change provides a comprehensive framework for planning, implementation, monitoring, and evaluation by outlining the causal pathways through which an intervention leads to its intended outcomes.

Laing (2015), states that theories of change can be developed and applied at different stages of an initiative or program's lifecycle, from initial planning through implementation, delivery, and review. Employing a theory of change during a project's execution can help identify why a program does or does not work, allowing evaluators or practitioners to pinpoint where issues arise in the process. This approach enhances planning, prevents project drift, and uncovers gaps in knowledge or unclear thinking. This theory, however, falls short since project success is much more complex Rene and Joseph (2024). Theory of Change is relevant to M&E at UTH-Adult because it ensures that M&E activities focus on measuring both the immediate and long-term impacts of health interventions. It also supports learning, resource efficiency, and adaptability, all of which are critical for improving health outcomes in Zambia.

2.7 Conceptual Framework Development

A conceptual framework visually depicts the key concepts, variables, and the proposed relationships between them in a research study. It functions as a guide, directing the research process and clarifying how different aspects of the study are interconnected. Developing a conceptual framework is essential for understanding the fundamental mechanisms and factors that affect the phenomenon being studied. The Conceptual Framework illustrates the relationship between the dependent and independent variables. Figure 2.1 and figure 2.2 are examples of two conceptual frameworks on how other authors have tried to conceptualize the role of monitoring and evaluation on performance of projects

2.7.1 Vincent (2021) Conceptual Framework

Vincent (2021) developed a conceptual framework that looks at monitoring and evaluation systems and performance of non-governmental based maternal health projects in Nairobi County, Kenya.

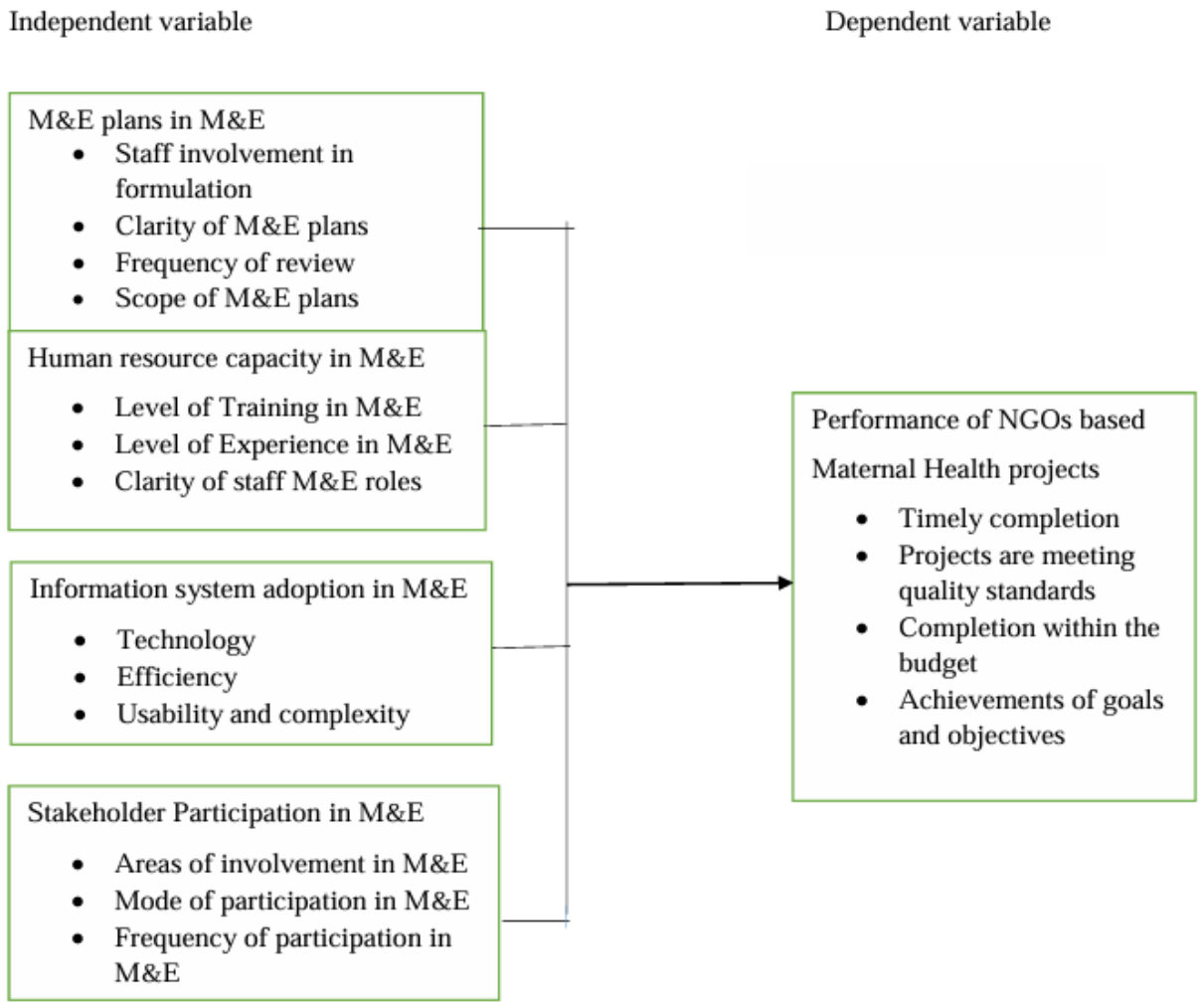

Figure 0.2: Conceptual Framework

Source: Vincent (2021).

The conceptual framework by Vincent (2021) provides a clear visual representation of the relationships between M&E systems and health performance projects in Kenya. It highlights the importance of considering the role of monitoring and evaluation in the success of health projects. There is a need to consider M&E plans, human resource capacity, information systems adoption in M&E and stakeholder participation to have a good performance in maternal health projects.

2.7.2 Julius (2021) Conceptual Framework

Julius (2021) developed a conceptual framework that looks at the relationship between organizational factors, M & E and performance of health projects.

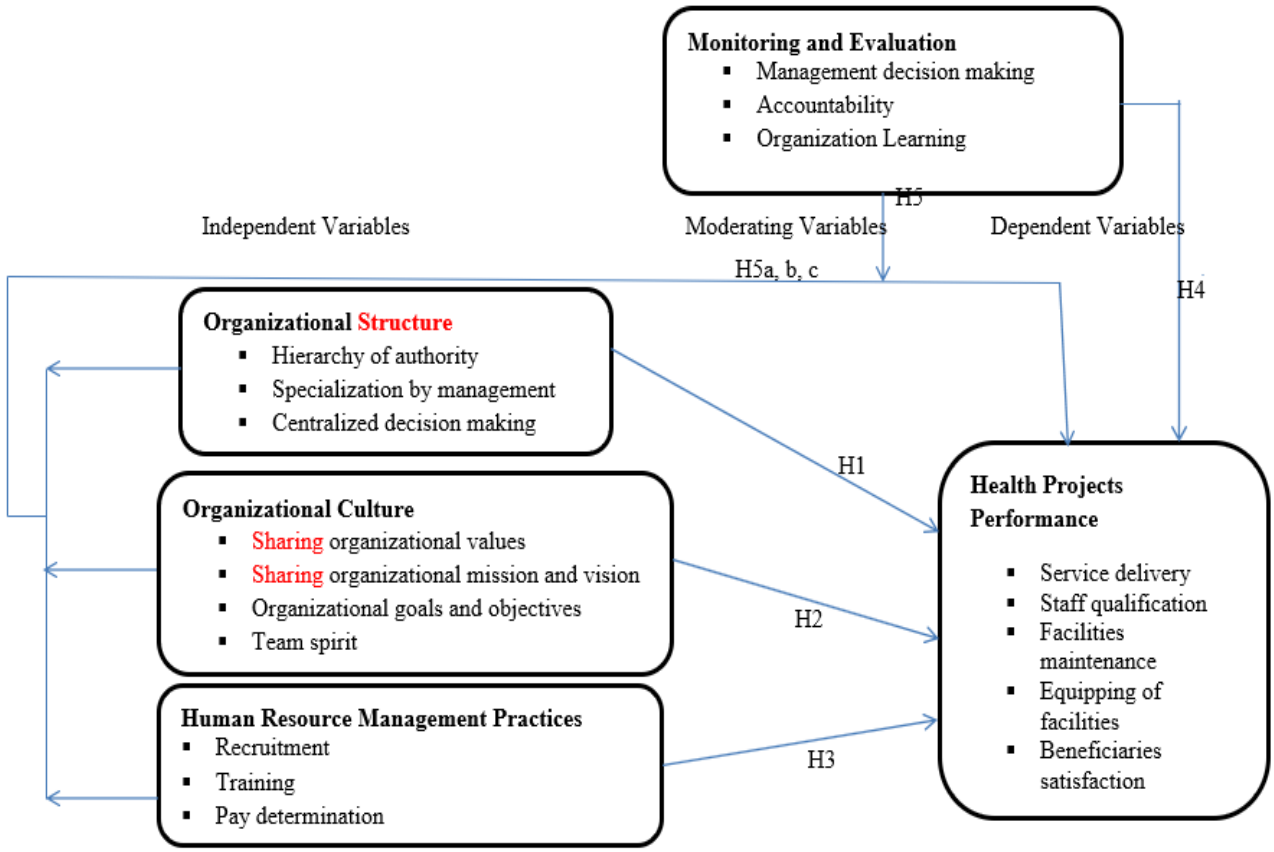

Figure 0.3: Conceptual Framework

Source: Julius (2021).

The conceptual framework by Julius (2021) has three variables and these are independent, moderating and dependent variables. There is a relationship between organizational structure, organization culture, human resource management practices and health project performance.

2.8 Conceptual Framework for the Study

The conceptual framework serves as a critical foundation for any study as it helps to guide research, problem-solving, or the development of a theory. The framework is used to clarify concepts, define their relationships, and organize the flow of ideas in research or practice.

Independent Variables

M&E Planning

*Project Target

Figure 0.4: Conceptual Framework for the Study

Source: Author (2025).

2.8 Explanation of the Variables

For this study, the variables were defined and categorised as dependent, independent, and mediating variables.

2.8.1 Independent Variable

2.8.1.1 Monitoring and Evaluation Planning

Project planning is a process that outlines the activities to be undertaken, the methodologies to be used, the resources required, and the timelines, thereby creating a roadmap for the project Taylor (2017). A monitoring and evaluation (M&E) plan

details how the program will be monitored and evaluated. According to Faten et al. (2020), the purpose of this planning is to track and implement an M&E strategy, outlining the elements, steps, and activities that will occur from the planning phase until the project achieves its intended impact. M&E planning also aids in identifying potential risks that could impact project costs and timelines during implementation. Kelly and Magongo (2014) stated that the purpose of planning is to assist project managers in achieving project objectives. This researcher further concludes that in the case of monitoring and evaluation, it is essential to plan for the successful execution of health projects.

2.8.1.2 Monitoring and Evaluation Budgeting

Hezron and Johnbosco (2020) define a project as a complex, non-routine endeavor that is undertaken once, constrained by time, budget, and resources, with the aim of fulfilling customer needs. A budget is a one of the valuable management tools in project implementation, and when properly understood and managed, it can bring significant benefits. M&E budgeting is a modern management approach that helps allocate resources to address both commercial and public needs. Budgeting plays a crucial role in the success of project implementation by aiding in planning, control, coordination, performance evaluation, communication, and decision-making Zaltsman (2014). Project managers must determine what portion of the overall budget should be allocated to monitoring and evaluation. While many donors suggest 3 to 10% as sufficient, no specific methodology is provided. This researcher further concludes that in practice, it is essential to ensure that the M&E budget is neither too small nor too large, as either can result in inaccurate and unreliable outcomes.

2.8.1.3 Stakeholder Engagement

Stakeholder engagement is the process of actively involving individuals, groups, or organizations with an interest in a project and they can be internal or external. Stakeholders bring a wide range of skills, expertise, and experiences to a project, and their effective management can enhance project success Bourne (2016). The involvement or exclusion of stakeholders has been a key factor in the success or

failure of many traditional development projects and programs. Maina (2016) emphasized the importance of stakeholder engagement in development projects. Proactive stakeholder involvement helps prevent future challenges rather than addressing issues reactively. Effective stakeholder mapping is required to identify all relevant stakeholders, their roles, interests, and levels of influence. Stakeholder interests should be identified, analysed, and addressed.

2.8.1.4 Institutional Capacity on Monitoring and Evaluation

Institutional capacity refers to an organization's ability to effectively design, implement, manage, and sustain M&E systems and processes. This capacity encompasses a range of resources, skills, and structures that enable an institution to conduct quality M&E activities and use the data generated for decision-making and program improvement. Key components of institutional capacity for M&E include human resources, technical systems and tools, organizational structures and processes, financial resources as well as culture of learning and adaptability. Organizations should consider the individuals and groups that may impact their operations when making decisions and working toward their objectives Gibson (2019). Developing strong institutional capacity in M&E helps ensure that organizations can track progress, measure outcomes, assess impact, and make informed adjustments to enhance effectiveness and sustainability.

2.8.1.5. Technical Capacity in Monitoring and Evaluation

June (2024) states that monitoring and evaluation should be conducted by skilled individuals using robust methods, sufficient resources, and transparent practices to ensure high-quality outcomes. Skills are essential for effective monitoring and evaluation, and staff should receive training in evaluation fundamentals Bailey and Deen (2022). Technical capacity refers to the specific skills, knowledge, and technical resources required to conduct effective M&E activities. It involves the ability to design, implement, analyse, and interpret M&E processes and results accurately and efficiently. Key aspects of technical capacity for M&E include M&E skills and expertise, data collection and analysis tools, data quality assurance, reporting and visualization, indicator development and selection as well as use of evaluation techniques. Strengthening technical capacity in M&E enables organizations to produce high-

quality, credible data that can guide project improvements, support accountability, and inform strategic planning and policy development.

2.8.2 Moderating Variable

2.8.2.1 Legal Frameworks

The Legal frameworks surrounding monitoring and evaluation include the Public Finance Management Act of 2018 and the Public Service Act of 2020. The Public Finance Management Act of 2018 aims to establish an institutional and regulatory framework for managing public funds, as well as to enhance accountability, oversight, management, and control within the public financial management system. The Public Service Act of 2020 on the other hand aims to modernize the legal framework governing public service operations, promote accountability, and ensure efficient service delivery to the public. It provides guidelines for the recruitment, management, and conduct of public servants, and emphasizes professionalism, ethics, and integrity. These Acts also guide on the procurement and effective management of funds ensuring that there is no mismanagement, and no audit queries are raised regarding expenditure.

2.8.3 Dependent Variable

2.8.3.1 Performance of Health Projects

The Dependent Variable of this study is performance of health projects. The performance of health projects in Zambia has seen both successes and challenges, reflecting the broader complexities of the country's healthcare system Gibson (2019. Zambia's government, through the Ministry of Health, has implemented numerous health projects, particularly focused on improving access to primary healthcare, combating infectious diseases (like HIV/AIDS, malaria, and tuberculosis), maternal and child health, and strengthening health infrastructure. Projects such as the National Health Strategic Plan (NHSP) and National HIV/AIDS Strategic Framework have made significant strides in health service delivery. Recent projects have placed a strong emphasis on improving health information systems, which are crucial for monitoring and evaluation (M&E) of health projects.

2.9 Chapter Summary

This chapter reviewed the existing literature and provided a detailed discussion on the role of monitoring and evaluation (M&E) on the performance of health projects, it is

highlighted that M&E continues to serve as both a strategy and a tool for enhancing project management, with the outcomes needing to be implemented within a management structure. Relevant study theories connected to the research objectives were explored, along with their relationships. The literature review was presented with a focus on global, regional, and local perspectives. M&E was highlighted as both a strategy and a tool for enhancing project management, with the results generated being applied through a management hierarchy. The three key research objectives were explained, demonstrating their relationship to the study's independent, moderating, and dependent variables. Identified gaps from previous studies were clearly analysed and then summarised.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology employed in this study. It covers the research approach, design, philosophical framework, study population, sample size, sampling techniques, data collection tools such as questionnaires. The chapter also covers data analysis techniques, including the application of statistical package software, reliability and validity considerations. Finally, the chapter concludes with ethical considerations involved. `

3.2 Research Approach

The research approach for this study on the role of monitoring and evaluation on performance of health project encompasses a mixed methods approach which involves collecting, analysing, and mixing both quantitative and qualitative data in a single study because according to Uma and Roger (2016), mixed methods research aims to answer research questions that cannot be answered by “qualitative” or “quantitative” approaches alone. The quantitative aspect entails gathering and analysing numerical data, whereas the qualitative aspect emphasizes non-numerical data like text, images, or audio (Bryman, 2016). By combining qualitative narratives with quantitative data, this study aims to address methodological limitations, deepen the analysis, and offer a more comprehensive perspective on the role of monitoring and evaluation. It is also used to gain an in-depth insight and to draw conclusions from the findings. As highlighted by Creswell (2014), a research approach serves as a blueprint of action, guiding the systematic and efficient execution of the research.

3.3 Research Design

Research design serves as the blueprint for data collection, measurement, and analysis. It is essential in linking research questions to the implementation of research activities Othman et al. (2020). Mahendran (2021) defines research design as the overarching strategy chosen to integrate various components of a study in a logical and cohesive manner, ensuring that the research problem is effectively addressed. In this study, a concurrent mixed methods design, which allowed for the simultaneous collection and analysis of both quantitative and qualitative data, was used. Concurrent triangulation research design is important because it allows researchers to collect and analyse quantitative and qualitative data simultaneously, providing a more comprehensive understanding of complex phenomena Creswell (2014). Therefore, quantitative data for this study was collected through surveys with closed-ended questions, whereas qualitative data was obtained through semi-structured interviews with open-ended questions.

3.4 Philosophy of the Study

3.4.1 Epistemology

Epistemology is the branch of philosophy that studies knowledge in relation to its nature, sources, limitations, and validity. Epistemology refers to the philosophical

assumptions about the nature of knowledge and how it can be acquired Saunders et al. (2019). The study's epistemological stance is crucial as it underpins the approach to knowledge acquisition and validation on the role of monitoring and evaluation on health projects. This study adopts a pragmatic epistemological stance which emphasizes the practical impact of research and advocates for the use of various methods to address research questions Creswell and Poth (2018). Pragmatism recognizes that there are different ways to interpret the world and conduct research, and the key factor in choosing a research philosophy is the nature of the research question. Pragmatism was selected as it aligns well with the mixed methods approach, strategy, and concurrent research design used Creswell (2014). By adopting pragmatism, the study effectively combines both approaches to achieve a comprehensive understanding of the research problem.

3.4.2 Ontology

Ontology is the branch of philosophy concerned with the nature of reality and existence. According to Saunders (2019), it provides the philosophical basis for the kind of knowledge presented in research, addressing its credibility and adequacy. The study's ontological position is essential as it shapes the researcher's understanding of reality in the context of monitoring and evaluation. This study takes a critical realist ontological approach, which asserts that an external reality exists independently of our perceptions and understandings, yet our knowledge of this reality is always flawed and subject to change Bhaskar (2016). By embracing a critical realist ontology, this study seeks to reveal the underlying factors influencing the role of monitoring and evaluation on performance of health projects, while acknowledging the limitations of our understanding and the necessity for continuous exploration and improvement.

3.4.3 Axiology

Axiology is the branch of philosophy that studies values, including ethics and aesthetics. Axiology, a branch of philosophy, delves into the nature of value, exploring the intrinsic worth and importance attributed to various aspects of existence Harris (2015). The Austrian and German schools of value phenomenologists played a key role in developing axiology, establishing a philosophical foundation for understanding value Windelband (2018). Axiology also explores the ethical considerations involved in research, such as the researcher’s responsibility to ensure integrity, fairness, and

respect for participants. Researchers must recognize their own values, as these are integral to the research process and critical for achieving credible results. By adhering to scientific methods and research ethics, they can reinforce the integrity of their findings. Analysing the results without bias allows researchers to produce unique and reliable research. Therefore, understanding and accounting for personal values is crucial to obtaining credible research outcomes.

Table 0.1: Summary of Research Methodology

Specific Objectives	Variables	Research Approach Research Design	Statistical Tools of Analysis	Indicators	Measurement	Scale of Measurement
To explore how monitoring and evaluation plans influence performance of health projects at the University Teaching Hospitals-Adult.	M&E Plan Implementation	Qualitative: Case study	Thematic Analysis	Staff perception of effectiveness on M&E plans	Open-ended questionnaires/interviews	Nominal/Ordinal
To assess the influence of resource allocation in monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult.	Resource Allocation for M&E	Qualitative: Case study	Thematic Analysis	Stakeholder Perception of Resource Adequacy for M&E	Open-ended questionnaires/interviews	Nominal/Ordinal
To develop a framework that will encourage project managers to effectively use the M&E systems at the University Teaching Hospitals-Adult.	Effective Use of M&E Framework	Mixed Method: Concurrent Triangulation	Inferential Analysis and Thematic Analysis	Framework Adoption Rate	Closed-ended and open-ended Questionnaires	Nominal/Ordinal/ Interval/Ratio Scale

Source: Author (2025).

3.5 Study Population

The population refers to the entire group of individuals or items that meet the criteria for inclusion in a study Leedy and Ormrod (2019). It is an essential concept in research methodology, guiding the selection of participants and shaping the generalizability of research findings. For this study, the population consisted of Doctors, Monitoring and Evaluation Officers, Planners, Human Resource Officers, Accountants, Medical Records Officers and Donor Agency Representatives based at the University Teaching Hospitals-Adult. According Annual Statistical Report (2022) for the University Teaching Hospital, the total population according to the establishment is 148 and their distribution is as shown in the table.

Table 0.2: Population Distribution

Participants	**Population**
Doctors	56
Monitoring and Evaluation Officers	3
Planners	3
Human Resource Officers	11
Accountants	22
Medical Record Officers	48
Donor Agency Representatives	5
Total	148

3.6 Sample Size

Almarri (2020) explains that a sample is a subset of individuals chosen to represent a larger group. Determining an appropriate sample size is crucial for ensuring the representativeness and generalisability of the study findings Taherdoost (2017). The sample size for this study was calculated using the Cochran's formula and this formula is given as follows:

$$n_0 = \frac{Z^2 \cdot p \cdot (1-p)}{e^2}$$

Where: n = sample size

Z = Z-value for the desired confidence level (e.g., 1.96 for a 95% confidence level)

p = estimated proportion of the population with the characteristic of interest (assumed to be 0.5 for maximum variability)

q = 1 – p

e = desired margin of error (set at 0.05 for this study)

$$n = \frac{384}{1 + \frac{384-1}{148}}$$

n=107

Using Cochran's formula with a 95% confidence level and a 5% margin of error, the required sample size for a population of 148 is 107 participants. The researcher used the calculated sample size to allocate stakeholders from the population for data collection, with the distribution presented in the table below.

Table 0.3: Population and Sample Distribution

Participants	**Population**	**Sample**
Doctors	56	15
Monitoring and Evaluation Officers	3	3
Planners	3	3
Human Resource Officers	11	7
Accountants	22	18
Medical Record Officers	48	59
Donor Agency Representatives	5	2
Total	**148**	**107**

3.7 Sampling Techniques

This study uses a two-stage sampling method to choose participants for both the quantitative and qualitative parts. The study employed probability and non-probability sampling techniques to select participants. Probability sampling means that every member of the population has a chance of being selected and it is mainly used in Quantitative research. In the initial stage, simple random sampling was used. Creswell

(2014) states that the objects in this sample population are chosen purely on a random basis, and each member has the same probability of being selected.

The non-probability sampling method uses the researcher's discretion to select a sample. In the second stage, purposive sampling was used to select a subset from the survey sample for semi-structured interviews. Purposive sampling is a non-probability sampling technique in which participants are selected based on specific criteria or characteristics that are relevant to the research question Palinkas et al. (2015). It involves a purposeful and selective sampling of individuals or cases that possess expertise, knowledge, or experiences that align with the research objectives. It allows researchers to focus on the most relevant individuals or cases to answer specific research questions and allows researchers to target participants who can provide rich and insightful information about the research topic. The combination of simple random sampling and purposive sampling techniques ensured that the sample included individuals with a deep understanding of monitoring and evaluation thereby enhancing the validity and reliability of the study's findings.

3.8 Data Analysis

Data Analysis is the process of systematically applying statistical or logical techniques to describe, illustrate, condense, and evaluate data. In this study, both quantitative and qualitative data analysis techniques were applied to the collected data. For quantitative data, inferential analysis was used which involves getting the insight of the population by obtaining the information from the sample. For the qualitative data gathered through interviews and open-ended survey questions, thematic analysis was utilized. This method involves identifying, analysing, and reporting patterns (themes) within qualitative data. The goal is to uncover underlying ideas, meanings, or concepts that emerge across data sets, such as interviews or textual data.

The gathered data was analysed using descriptive statistics, which included measures of central tendency (mean, median, and mode) as well as measures of variability (standard deviation and variance). Microsoft Excel was used to organize and code qualitative data, offering a structured platform for recognizing and interpreting key themes related to the monitoring and evaluation of health projects. Statistical Package for Social Science 27 (SPSS 27) was used to perform Pearson correlation and regression analysis. Pearson correlation analysis assessed the strength and direction

of relationships between variable pairs, while regression analysis aimed to predict the dependent variable based on the independent variables. These analyses provided valuable insights into the impact of monitoring and evaluation on the performance of health projects. This approach allowed for a comprehensive understanding of the qualitative data, complementing the results from the quantitative analysis.

3.9 Data Collection Instruments

Data was collected at the UTH and the research instruments in collecting data were primary and secondary data. Primary data was collected using a questionnaire and an interview guide. The questionnaire consists of closed-ended questions with predetermined response options, using a combination of dichotomous, multiple-choice, and Likert scale formats Brace (2018). The interview guide includes a series of open-ended questions, allowing flexibility and deeper inquiry depending on participants' answers Kallio et al. (2016). On the other hand, secondary data sources include published books, articles, reports, journals and other literature relating to the topic under study.

3.10 Validity of Instrument

According to Heale and Twycross (2015) validity refers to the degree to which a research instrument accurately measures what it is intended to measure. High validity in research indicates that the results align with actual properties, characteristics, and variations in the physical or social world. In the context of this study, which employs a mixed-methods approach, it is crucial to establish the validity and reliability of both the quantitative and qualitative data collection tools. To improve the validity of the structured questionnaire used in the quantitative part of the study, multiple strategies were implemented, focusing on both content validity and construct validity. Content validity was ensured by creating the questionnaire items based on a comprehensive review of existing literature, while construct validity was achieved by designing the items to accurately reflect the key constructs under investigation.

In this study, the research instrument, which included questionnaires and interview guide, was specifically designed to accurately measure the role of monitoring and evaluation on performance of health projects. To establish validity, methodological triangulation was utilized, incorporating data from questionnaires, interviews, and focus group discussions. This approach minimized bias and enhanced the credibility

of the findings, ensuring they accurately represented real-world phenomena Heale and Twycross (2015). Triangulation helps to enhance the validity and credibility of the research findings. It helps to avoid the bias that comes with using a single perspective in research.

3.11 Reliability of Instrument

It is essential to ensure the reliability of data collection tools in any research study, as this significantly affects the credibility of the results Mohajan (2017). Reliability pertains to the consistency and stability of the measurements obtained over time Heale and Twycross (2015). In this study, which utilizes a mixed-methods approach, it is essential to ensure the reliability of both quantitative and qualitative data collection tools. For the quantitative aspect, internal consistency was evaluated using Cronbach's alpha. Nyakundi (2014) suggests that a Cronbach's alpha coefficient between 0.6 and 0.7 is acceptable, while anything above 0.7 is considered good or excellent. In the qualitative part, which includes semi-structured interviews, various strategies were implemented to enhance reliability.

These strategies involved thorough documentation of research procedures, including detailed field notes, audio or video recordings, and coding schemes. This level of documentation ensured transparency and made it easier for other researchers to replicate the study. By applying these methods, the reliability of both quantitative and qualitative tools was strengthened. The type of reliability used in this study was Test re-test.

3.12 Ethical Considerations

When conducting research on the role of monitoring and evaluation (M&E) in the performance of health projects at the University Teaching Hospitals-Adult, several ethical considerations were considered to ensure the integrity of the research process and the protection of participants:

I. **Informed Consent**: Participants were fully informed about the purpose, methods, risks, and benefits of the research. Participants had a clear understanding of their rights including voluntary participation, the right to withdraw at any time without facing any negative consequences.

II. **Voluntary Participation**: Participation in the study was made entirely voluntary, with no coercion or undue pressure. Participants were given the opportunity to make an informed choice about their involvement.

III. **Confidentiality and Privacy**: Personal and sensitive information collected during the research was kept confidential and secure. Identifiable data was anonymized or de-identified to protect participants' privacy.

IV. **Respect for participants**: Health projects often involve diverse populations and participant's values, beliefs, and perspectives were respected. Non-judgmental attitude was maintained. Participants' values, beliefs, and perspectives were respected.

V. **Equitable Selection of Participants**: The selection of participants was fair as no group was disproportionately burdened or excluded from the potential benefits of the research. It ensured that all participants were treated equitably.

VI. **Transparency and Accountability**: The research process was transparent to all stakeholders, including project staff and participants. Any conflicts of interest or potential biases were disclosed.

VII. **Ethical Approval**: The research was reviewed and approved by an ethics committee at the University of Lusaka to ensure that it meets ethical standards and protects participants' rights and well-being.

3.14 Chapter Summary

This chapter presented the research methodology employed in this study to investigate the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. The research employed a mixed methods strategy that combines qualitative and quantitative approaches to provide a thorough analysis. A concurrent research design was adopted, facilitating simultaneous data collection and analysis to improve the study's validity and reliability. Sampling techniques such as simple random sampling and purposive sampling were utilized to select participants directly involved in the role of monitoring and evaluation on performance of health projects. The data analysis involved inferential statistics, including regression and correlation analysis for quantitative data, and thematic analysis for qualitative data. These approaches facilitated the identification of patterns and themes within the data. Ethical considerations are integrated throughout the research process, including obtaining informed consent, voluntary participation,

confidentiality, respect for participants, equitable selection of participants, Transparency and Accountability and ethical approval, are addressed throughout the research process.

CHAPTER FOUR

DATA FINDINGS AND PRESENTATIONS

4.1 Introduction

This chapter outlines the findings based on questionnaires completed by eligible respondents and interviews with key informants. It provides an in-depth presentation and analysis of the data, highlighting the relationships between the identified variables. Statistical techniques are applied during the analysis, supplemented by tables, graphs, and other visual representations to clearly illustrate the results.

4.2 Response Rate Analysis

The response rate plays a vital role in the success of any research study, serving as a key indicator of participant engagement and the overall credibility of the data obtained. A high response rate not only demonstrates active involvement from participants but also enhances the study's validity by reducing potential biases and ensuring a more representative sample. Conversely, a low response rate can

undermine the reliability of the findings, raising concerns about data accuracy and generalizability. Figure 4.1 shows the questionnaire response rate.

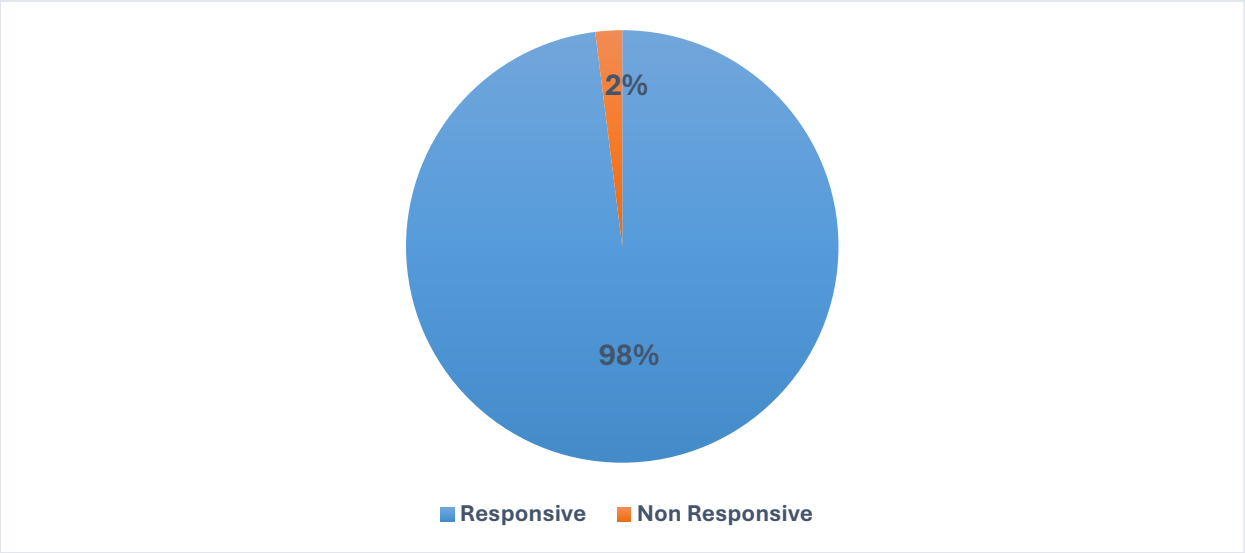

Figure 0.1: Response Rate

Source: Author (2025).

In this study, the predetermined sample sizes were 97 for the quantitative component and 10 for the qualitative component. These sample sizes were chosen to ensure sufficient representation and statistical validity for data analysis. For the quantitative aspect, 97 participants were approached through questionnaires, and 95 responses were received, resulting in a response rate of approximately 98%. This high level of participation suggests the data is robust and representative of the target population. Similarly, for the qualitative component, 10 participants were invited to contribute insights through interview guides and all the participants answered yielding a response rate of 100%.

4.3 Quantitative Data Presentation

4.3.1 Demographic and Background Information

This section presents an overview of the respondents' demographic characteristics and the background.

4.3.1.1 Gender Distribution

Out of the 75 respondents, 44 were male, and 51 were female. This corresponds to 46% of the respondents being male and 53.7% being female. The gender distribution reveals a greater proportion of female participants compared to male participants.

Table 0.1:Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	46.3	46.3	46.3
	Female	51	53.7	53.7	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

Additionally, the cumulative percentage analysis shows that female respondents made up 53.7% of the total sample when considered independently. When male respondents were included, the cumulative percentage reached 100%, reflecting the complete composition of the study's sample population.

4.3.1.2 Age Group Distribution

The age distribution among the respondents, as presented in Table 4.2, reveals that the most represented age group is 31-40 years, accounting for 37.9% of the participants. This is followed by the 41-50 years group, which comprises 32% of the sample. Individuals aged 20-30 years make up 21% of the respondents, while those in the 51-60 years age bracket represent 5%.

Table 0.2: Age-Group Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 30 years	21	22.1	22.1	22.1
	31 – 40 years	36	37.9	37.9	60.0
	41 – 50 years	32	33.7	33.7	93.7
	51 – 60 years	5	5.3	5.3	98.9
	Above 60 years	1	1.1	1.1	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

From the table above, the least represented age group is those over 60 years, contributing only 1% to the total sample. This age distribution indicates that most

participants fall within the 31-40 and 41-50 age ranges, reflecting a substantial representation of mid-career individuals in the study.

4.3.1.3 Respondent's Highest Level of Education

The data on education level reveals a wide range of academic backgrounds among the 95 participants. It was noted that 37.9% of the respondents hold a bachelor's degree, showcasing a high level of formal education that could significantly shape their understanding and perspectives on the study's subject. Following this, 23.2% of participants have attained a master's degree. Additionally, 17.9% of the respondents hold a diploma, while 9.5% hold a certificate and 9.5% hold a Grade 12 qualification.

Table 0.3: Respondent's Highest Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 12	9	9.5	9.5	9.5
	Certificate	9	9.5	9.5	18.9
	Diploma	17	17.9	17.9	36.8
	Bachelor's Degree	36	37.9	37.9	74.7
	Master's Degree	22	23.2	23.2	97.9
	Doctorate	2	2.1	2.1	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

At the highest level of academic achievement, 2.1% of participants possess a doctorate, reflecting advanced expertise and specialized knowledge. These individuals likely bring deeper insights and informed perspectives, enhancing the study's exploration of the role of monitoring and evaluation in the performance of health projects.

4.3.1.4 Respondent's Work Experience

The table below shows distribution patterns on work experience at the University Teaching Hospitals-Adult.

Table 0.4: Respondent’s Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	7.4	7.4	7.4
	1-3 years	22	23.2	23.2	30.5
	4-6 years	23	24.2	24.2	54.7
	7-10 years	15	15.8	15.8	70.5
	More than 10 years	28	29.5	29.5	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

The distribution of respondents' work experience above reveals that 29.5% have worked at the University Teaching Hospital for over ten years, making them the largest group. This is followed by those with 4-6 years of experience, comprising 24.2%, and those with 1-3 years of experience at 23.3%. Respondents with 7-10 years of experience account for 15.8%, while the smallest group, at 7%, consists of those with less than one year of experience.

In conclusion, the distribution of respondents' work experience highlights a workforce with significant institutional knowledge, as the majority have over a decade of experience at the University Teaching Hospital. This is complemented by a balanced representation across other experience levels, indicating a blend of seasoned professionals and relatively newer staff, fostering both stability and fresh perspectives within the organization.

4.3.1.5 Respondent’s Current Position

This distribution below underscores a diverse range of professional tenures, with a strong representation of long serving and mid-career staff. Figure 4.2 indicates the respondent’s current position at the University Teaching Hospitals-Adult.

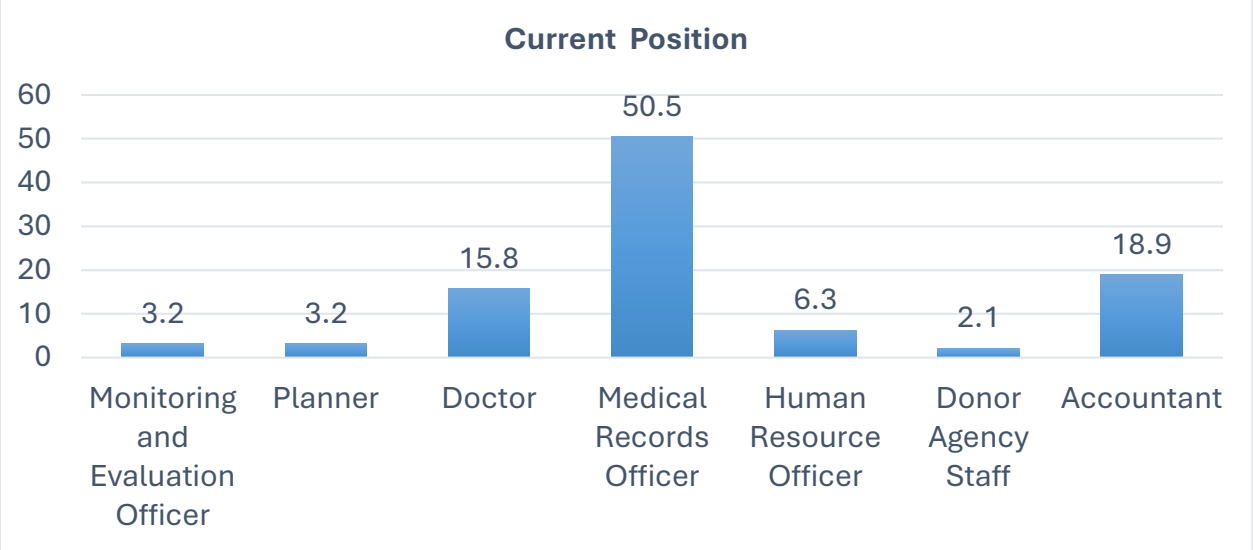

Figure 0.2: Current Position

Source: Author (2025).

The data presented shows that Medical Records Officers constituted 50.5% of the representation, followed by Accountants at 18.9%. Doctors ranked third with 15.8%, while Human Resource Officers made up 6.3%. Additionally, Monitoring and Evaluation Officers and Planners each accounted for 3.2%, and Donor Agency Staff represented 2.1%.

Overall, the distribution of roles among the respondents highlights a balanced representation of key stakeholders involved in health projects. This diversity in expertise and responsibilities contributes to a comprehensive perspective in monitoring and evaluation.

4.4. Descriptive Statistics

4.4.1 Descriptive Statistics for Influence of Planning for Monitoring and Evaluation

This section of the study presents the findings related to the influence of planning for monitoring and evaluation on health projects.

4.4.1.1 Monitoring and Evaluation Plans on Performance of Health Projects

Planning for monitoring and evaluation (M&E) plays a pivotal role in the successful management of health projects. It ensures that clear objectives, measurable indicators, and defined timelines are established, allowing project teams to track progress, identify challenges, and make informed decisions.

Table 0.5: Planning for Monitoring and Evaluation

Projects should plan for monitoring and evaluation activities throughout the project cycle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.3	5.3	5.3
	Disagree	2	2.1	2.1	7.4
	Neutral	4	4.2	4.2	11.6
	Agree	37	38.9	38.9	50.5
	Strongly Agree	47	49.5	49.5	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

The table above shows that 49.5% strongly agree that projects should plan for monitoring and evaluation activities throughout the project cycle whereas 38.9% agree. On the other hand, 5.3% strongly disagreed while 2.1% disagreed and finally 4.2% remained neutral on the matter. The data demonstrates overwhelming support for integrating monitoring and evaluation activities into the project cycle, with 96.5% of respondents either strongly agreeing or agreeing with this approach.

4.4.1.2 Realistic estimation for Monitoring and Evaluation

Realistic estimation for monitoring and evaluation (M&E) is a critical aspect of project planning. It involves identifying the resources, time, and expertise required to effectively track project performance and outcomes.

Table 0.6: Estimation for Monitoring and Evaluation

Realistic estimation for M&E is usually undertaken during project planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.1	2.1	2.1
	Disagree	7	7.4	7.4	9.5
	Neutral	10	10.5	10.5	20.0
	Agree	56	58.9	58.9	78.9
	Strongly Agree	20	21.1	21.1	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

The table above indicates that 58.9% agree and 21.1% strongly agree that realistic estimation for monitoring and evaluation is typically conducted during project planning. Meanwhile, 10.5% remain neutral, 7% disagree, and 2.1% strongly disagree with this view. Most respondents recognize the importance of realistic estimation for M&E during project planning, highlighting its significance in ensuring effective project implementation and evaluation.

4.4.1.3 Influence of Planning on Project Performance.

Planning for monitoring and evaluation (M&E) significantly influences project performance by providing a structured framework to track progress, measure outcomes, and identify areas for improvement.

Table 0.7: Influence of Planning

Planning for M&E influences project performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.2	4.2	4.2
	Disagree	2	2.1	2.1	6.3
	Neutral	4	4.2	4.2	10.5
	Agree	43	45.3	45.3	55.8
	Strongly Agree	42	44.2	44.2	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

The table shows that 45.3% agree and 44.2% strongly agree that planning for monitoring and evaluation positively impacts project performance. In contrast, those who were neutral and strongly disagreed had 4.2 each. Finally, 2.1% disagree with this perspective. The data reveals a strong consensus that planning for M&E is crucial for enhancing project performance, with most respondents acknowledging its significant influence.

4.4.1.4 Poor Project Performance in Monitoring and Evaluation.

Table 0.8: Poor project performance

Lack of planning for M&E leads to poor project performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.2	4.2	4.2
	Neutral	3	3.2	3.2	7.4
	Agree	44	46.3	46.3	53.7
	Strongly Agree	44	46.3	46.3	100.0
	Total	95	100.0	100.0	

Source: Author (2025).

The table above shows that those who strongly agree that lack of planning for M&E leads to poor project performance had 46.3% and those who agree also had 46.3% followed by those who strongly disagree by 4.2%. Lastly, 3.2% of respondents were neutral.

4.4.1.5 Resource Allocation in Monitoring and Evaluation on Performance of Health Projects

Resource allocation plays a critical role in Monitoring and Evaluation (M&E) and project performance. Proper allocation of resources such as time, personnel, finances, and technology ensure that M&E activities are adequately supported, enabling effective tracking of project progress and outcomes.

Table 0.9: Resource Allocation

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Financing monitoring and evaluation activities is essential for the success of health projects at UTH-Adult.	6.3%	1.1%	2.1%	43.2%	47.4%	4.24	1.03
Adequate funding for monitoring and evaluation positively impacts health project performance at UTH-Adult.	3.2%	2.1%	8.4%	38.9%	47.4%	4.25	0.93
Funds for M&E should be allocated throughout the project lifecycle.	2.1%	2.1%	9.5%	41.1%	45.3%	4.25	0.88
Timely funding for monitoring and evaluation significantly impacts health	0.0	1.1%	8.4%	51.6%	38.9%	4.28	0.66

project performance at UTH-Adult.							
Involving M&E staff in budget preparation enhances M&E effectiveness.	1.1%	1.1%	1.1%	41.1%	55.8%	4.49	0.68
Proper control and accountability of monitoring and evaluation activities enhances health project performance at UTH-Adult.	2.1%	2.1%	5.3%	49.5%	41.1%	4.24	0.83

Source: Author (2025).

Several factors were examined on the influence of resource allocation on M&E and project performance. The factor with the highest level of strong agreement was involving M&E staff in budget with 55.8%, followed by financing monitoring and evaluation with 47.4%, adequate funding for monitoring and evaluation with 47.4% and funds for M&E should be allocated throughout the project lifecycle with 45.3%. These findings suggest that financing monitoring and evaluation, adequate funding, allocation of M&E throughout the project lifecycle and Involving M&E staff in budget preparation play a crucial role in project performance. Proper control and accountability of monitoring and evaluation activities had 41.1%. The least strongly agree was timely funding for monitoring and evaluation with 38.9%.

4.4.1.6 Framework on Monitoring and Evaluation Systems

Table 0.10: Monitoring and Evaluation Framework

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
A comprehensive M&E framework is essential for project performance.	2.1%	2.1%	8.4%	47.4%	40.0%	4.21	0.85
Monitoring and evaluation should be reviewed regularly throughout the project at UTH-Adult.	0.0%	3.2%	6.3%	50.5%	40.0%	4.27	0.72
A well-developed monitoring and evaluation framework enhances health project performance at UTH-Adult.	1.1%	2.1%	9.5%	45.3%	42.1%	4.25	0.80
The absence of a monitoring and evaluation framework leads to poor project performance at UTH-Adult.	2.1%	1.1%	9.5%	43.2%	44.2%	4.26	0.84

Implementing a new monitoring and evaluation framework will improve health project performance at UTH-Adult.	0.0%	4.2%	20.0%	44.2%	31.6%	4.03	0.83

Source (Author, 2025).

Several factors were examined on developing an effective monitoring and evaluation framework. The factor with the highest level of agreement was regular review of monitoring and evaluation framework with 50.5% followed by comprehensive M&E framework with 47.4%. A well-developed monitoring and evaluation framework accounted for 45.3%. Implementing a new monitoring and evaluation framework accounted for 44.2% and the least was absence of a monitoring and evaluation framework leading to poor project performance with 43.2%.

4.4.1.6 Descriptive Statistics for Research Variables

4.4.1.6.1 Influence of Stakeholder Engagement on Performance of Health Projects

Stakeholder engagement is a critical aspect of successful project management, organizational strategy, and decision-making. It involves identifying, understanding, and actively involving individuals or groups who have an interest in or influence over a project, initiative, or organization.

Table 0.11: Stakeholder Engagement

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Joint decision-making between stakeholders and project staff positively influences health project performance.	0.0%	1.1%	7.4%	58.9%	32.6%	4.23	0.63
Stakeholder engagement enhances health project performance.	1.1%	2.1%	9.5%	56.8%	30.5%	4.14	0.75
Stakeholders participate adequately in M&E processes.	4.2%	11.6%	33.7%	35.8%	14.7%	3.45	1.02

Source: Author (2025).

Various factors were analyzed to determine whether stakeholder engagement influences the performance of health projects. The factor that received the highest level of agreement was joint decision-making between stakeholders and project staff at 58.9%, followed by stakeholder engagement at 56.8%. The lowest level of agreement was for the adequate participation of stakeholders, which stood at 35.8%.

In conclusion, joint decision-making between stakeholders and project staff appears to have the most significant influence on health project performance, highlighting the importance of collaboration and active involvement in decision-making processes. However, ensuring adequate participation of stakeholders is an area that requires improvement to enhance project outcomes.

4.4.1.6.2 Influence of Institutional Capacity on Performance of Health Projects

Institutional capacity serves as the backbone of successful health projects. Building and strengthening institutional capacity should therefore be a priority for governments, donors, and development partners to ensure the long-term success of health projects.

Table 0.12: Institutional Capacity

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Institutional capacity enables effective M&E at UTH-Adult.	3.2%	9.5%	20.0%	49.5%	17.9%	3.69	0.98
Sufficient resources and expertise are available to manage monitoring and evaluation at UTH-Adult.	4.2%	17.9%	32.6%	33.7%	11.6%	3.31	1.03
Continuous improvement in M&E is prioritized by the hospital.	6.3%	16.8%	24.2%	40.0%	12.6%	3.36	1.10

Source: Author (2025).

Several factors were assessed to understand whether institutional capacity influences performance of health projects. The factor with the highest level of agreement was institutional capacity supporting effective M&E at 49.5%, followed by the prioritization of continuous improvement in M&E at 40%. The factor with the lowest agreement was the availability of sufficient resources and expertise, which stood at 33.7%. Institutional

capacity plays a crucial role in improving health project performance. However, the availability of resources and expertise appears to be a key area requiring attention to further enhance the success of these projects.

4.4.1.6.3 Influence of Technical Capacity on Performance of Health Projects

The influence of technical capacity on the performance of health projects is critical, as it directly affects the quality, efficiency, and sustainability of health interventions. Technical capacity encompasses the knowledge, skills, tools, and systems required to implement health projects effectively.

Table 0.13: Technical Capacity

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
M&E teams should receive regular training and refresher courses.	1.1%	1.1%	3.2%	44.2%	50.5%	4.42	0.71
M&E teams should have prerequisite qualifications and skills.	1.1%	2.1%	8.4%	46.3%	42.1%	4.26	0.79
Team building enhances the performance of M&E teams.	2.1%	3.2%	5.3%	43.2%	46.3%	4.28	0.87

Source: Author (2025).

Various factors were evaluated to determine if technical capacity affects the performance of health projects. The factor with the highest level of strong agreement was M&E teams receiving regular training and refresher courses, at 50.5%, followed by team building at 43.2%. The factor with the lowest strong agreement was the prerequisite qualifications and skills for M&E, which accounted for 42.1%. Regular training and team-building efforts are vital components in strengthening the technical capacity of M&E teams, contributing to improved health project performance. However, ensuring that teams possess the necessary qualifications and skills for M&E should be prioritized to further enhance the effectiveness of these projects.

4.4.1.6.4 Influence of Legal Framework on Performance of Health Projects

The influence of a legal framework on the performance of health projects is profound, as it provides the regulatory foundation that governs the planning, implementation, and sustainability of health initiatives. A robust legal framework ensures that health projects operate within established guidelines, promoting efficiency, equity, and accountability.

Table 0.14: Legal Framework

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The legal framework influences project performance.	1.1%	4.2%	16.8%	64.2%	13.7%	3.85	0.74
Legal compliance enhances the effectiveness of M&E activities.	1.1%	4.2%	13.7%	64.2%	16.8%	3.92	0.75
The current legal framework promotes transparency in M&E processes.	1.1%	8.4%	46.3%	40.0%	4.2%	3.38	0.75

Source: Author (2025).

Several factors were examined to assess whether the legal framework influences performance of health projects. The factors with the highest level of agreement were the influence of the legal framework and legal compliance, each accounting for 64.2%. The factor with the lowest level of agreement was the current legal framework promoting transparency, which stood at 40%. Legal compliance and the influence of the legal framework are seen as crucial in enhancing health project performance. However, there is a need to strengthen the legal framework's ability to promote transparency to further improve the effectiveness and accountability of health projects.

4.4.1.6.5 Performance of Health Projects

The performance of health projects is a multidimensional concept influenced by various technical, institutional, and contextual factors. Successful health projects require careful planning, active stakeholder involvement, efficient resource management, and ongoing evaluation. Investing in these areas ensures that health

initiatives deliver meaningful and sustainable benefits to the populations they aim to serve.

Table 0.15: Performance of Health Projects

Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Time allocated to M&E influences project performance.	1.1%	4.2%	9.5%	58.9%	26.3%	4.05	0.79
Stakeholder satisfaction impacts project performance.	1.1%	4.2%	9.5%	55.8%	29.5%	4.08	0.81
Cost allocation for M&E affects project performance.	2.1%	3.2%	10.5%	49.5%	34.7%	4.12	0.87

Source: Author (2025).

The assessment of various factors influencing the performance of health projects reveals that time allocation has the most significant impact, with 58.9% agreement, followed by stakeholder satisfaction at 55.8%. Cost allocation, while still important, had the lowest level of agreement at 49.5%. Effective management of time, stakeholder satisfaction, and cost allocation is crucial for improving project performance, with cost allocation being slightly more influential in the perceptions of respondents.

4.5 Inferential Statistics to Examine Relationships between Variables

4.5.1 Correlation Analysis

The study aimed to examine the connection between demographic factors and performance of health projects, as well as the influence of different independent variables on these projects, especially regarding the role of monitoring and evaluation.

Table 0.16: Correlation Analysis Matrix

Correlations

	Variables		1	2	3	4	5
1.	Gender	Pearson Correlation	1	-.061	-.053	-.038	-.042
		Sig. (2-tailed)		.555	.612	.713	.683
		N	95	95	95	95	95
2.	Joint decision-making between stakeholders and project staff.	Pearson Correlation	-.061	1	.429**	.349**	.325**
		Sig. (2-tailed)	.555		.000	.001	.001
		N	95	95	95	95	95
3.	Institutional capacity enables effective M&E.	Pearson Correlation	-.053	.429**	1	.395**	.420**
		Sig. (2-tailed)	.612	.000		.000	.000
		N	95	95	95	95	95
4.	Prerequisite qualifications and skills for M&E teams.	Pearson Correlation	-.038	.349**	.395**	1	.194
		Sig. (2-tailed)	.713	.001	.000		.060
		N	95	95	95	95	95
5.	The legal framework influences project performance.	Pearson Correlation	-.042	.325**	.420**	.194	1
		Sig. (2-tailed)	.683	.001	.000	.060	
		N	95	95	95	95	95

**. Correlation is significant at the 0.01 level (2-tailed).
** Correlation is significant at the 0.05 level (2-tailed).

Source: Author (2025).

Regarding demographic characteristics, the study found no significant correlations with performance of health projects. Gender shows weak and negative correlations with all other variables, ranging from -.038 to -.061. None of these correlations are statistically significant, as the p-values are above 0.05. This suggests that gender does not have a meaningful relationship with the other variables in this context.

Joint decision-making between stakeholders and project staff had a significant positive. Institutional capacity enables effective M&E had ($r = 0.429$, $p < 0.01$) whereas prerequisite qualifications and skills for M&E teams had ($r = 0.349$, $p < 0.01$). Finally, The legal framework influences project performance ($r = 0.325$, $p < 0.01$). This indicates that joint decision-making is strongly associated with institutional capacity,

qualifications, and the legal framework in fostering effective M&E and project performance.

Institutional capacity enables effective M&E had significant positive correlations are observed. Joint decision-making indicated ($r = 0.429$, $p < 0.01$) while prerequisite qualifications and skills ($r = 0.395$, $p < 0.01$). The legal framework indicated ($r = 0.420$, $p < 0.01$). These results suggest that institutional capacity plays a crucial role in creating a supportive environment for M&E effectiveness and is influenced by joint decision-making, staff skills, and legal frameworks.

The legal framework influences project performance also had significant positive correlations are observed. Joint decision-making indicated ($r = 0.325$, $p < 0.01$) and institutional capacity had ($r = 0.420$, $p < 0.01$). However, a weaker, non-significant correlation exists where prerequisite qualifications and skills indicated ($r = 0.194$, $p = 0.060$). This implies that the legal framework has a stronger relationship with institutional capacity and decision-making but is less influenced by team qualifications.

It is evident that gender is not significantly related to the other variables in this analysis. Strong interrelationships are evident among joint decision-making, institutional capacity, M&E team qualifications, and the legal framework, emphasising their collective importance in project performance and M&E effectiveness. The most notable correlation is between institutional capacity and joint decision-making ($r = 0.429$, $p < 0.01$), indicating their synergistic influence.

4.5.2 Reliability

Cronbach's Alpha is a statistical measure used to evaluate the internal consistency or reliability of a set of items in a survey, test, or measurement instrument. It assesses how closely related the items are as a group, indicating the extent to which they measure the same underlying construct. A high Cronbach's Alpha value 0.7 suggests good internal consistency, meaning the instrument is reliable.

Table 0.17: Reliability Test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.903	.904	26

Source: Author (2025).

The table above presents a reliability coefficient of 0.903, indicating excellent reliability and that the data instrument reliably measures its intended purpose with minimal error. This high level of reliability suggests that the results are consistent and can be repeated under similar conditions.

4.5.3 Regression Analysis

Due to the limitations of Correlation Analysis, which does not establish causal relationships between variables, regression analysis was conducted. Specifically, hierarchical regression analysis was used to explore the causal links between various independent variables related to the role of monitoring and evaluation on performance of health projects.

Table 0.18: Coefficients for Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.414	.545		4.427	.000	1.331	3.497
	Stakeholder engagement enhances health project performance at UTH-Adult.	.111	.127	.106	.873	.385	-.142	.364
	Institutional capacity enables effective M&E at UTH-Adult.	.240	.086	.297	2.796	.006	.069	.410
	M&E teams should receive regular training and refresher courses.	.066	.126	.059	.527	.600	-.184	.317

Source: Author (2025).

According to the table above, the coefficients table provides information on the relationships between the independent variables and the dependent variable in a regression model. In relation to the constant, the B=2.414, $p < 0.001$. The constant is statistically significant, indicating the baseline value of the dependent variable when all independent variables are zero. This suggests that, even without the predictors, the outcome variable has a baseline level of 2.414.

Regarding stakeholder engagement enhancing health project performance, B = 0.111, p = 0.385: The unstandardized coefficient indicates that a one-unit increase in stakeholder engagement is associated with a 0.111-unit increase in the dependent variable. The p-value (0.385) is not statistically significant, and the confidence interval includes zero (-0.142 to 0.364), suggesting that stakeholder engagement does not have a meaningful effect in this model.

Institutional capacity enables effective M&E, B = 0.240, p = 0.006. A one-unit increase in institutional capacity is associated with a 0.240-unit increase in the dependent variable. The p-value (0.006) is statistically significant, and the confidence interval (0.069 to 0.410) does not include zero. The Beta value (0.297) suggests that institutional capacity has the strongest standardized impact on the dependent variable among the predictors. Institutional capacity is the only predictor with a significant positive effect on the dependent variable, emphasising its critical role in enhancing health project performance at UTH-Adult. The overall model highlights the importance of institutional capacity as a key determinant of effective health project outcomes.

Regarding M&E teams receiving regular training and refresher courses, B = 0.066, p = 0.600. A one-unit increase in regular training is associated with a 0.066-unit increase in the dependent variable. The p-value (0.600) is not statistically significant, and the confidence interval includes zero (-0.184 to 0.317), indicating no meaningful impact of training in this model.

4.6 Qualitative Data Presentation

4.6.1 Qualitative Respondent's General Information

The demographic characteristics of the respondents in the sample highlight a broad and varied composition, reflecting the diverse backgrounds, experiences, and perspectives of the individuals involved. This diversity ensures a more inclusive and representative understanding of the group, capturing a wide array of factors such as age, gender, education level and professional background. This diversity also enhances the reliability and relevance of the findings, making them applicable to a broader context or population.

4.6.1.1 Gender Distribution

Among the 10 respondents in the sample, 4 identified as male, while 6 identified as female. This indicates that 40% of the respondents were male, and the remaining 60%

were female. The gender distribution demonstrates a higher representation of female participants compared to male participants, with females making up most of the group.

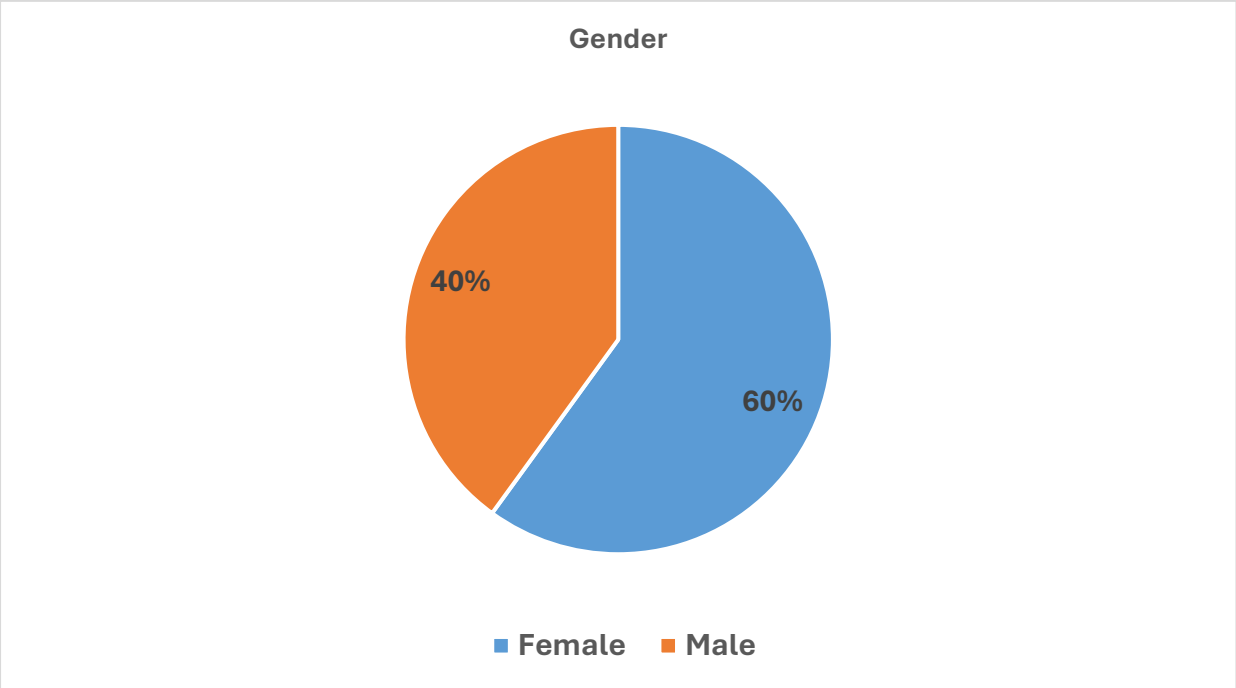

Figure 0.3: Gender Distribution

Source: Author (2025).

Additionally, the distribution reflects the varying gender dynamics within the studied population, which could influence the interpretation of the data and the study's overall findings.

4.6.1.2 Age Distribution

Out of the 10 respondents in the sample, 40% fell within the 31–40 age range, another 40% were in the 41–50 age range, and the remaining 20% were in the 20–30 age range. This distribution indicates that most respondents are middle-aged adults, with younger participants being less represented.

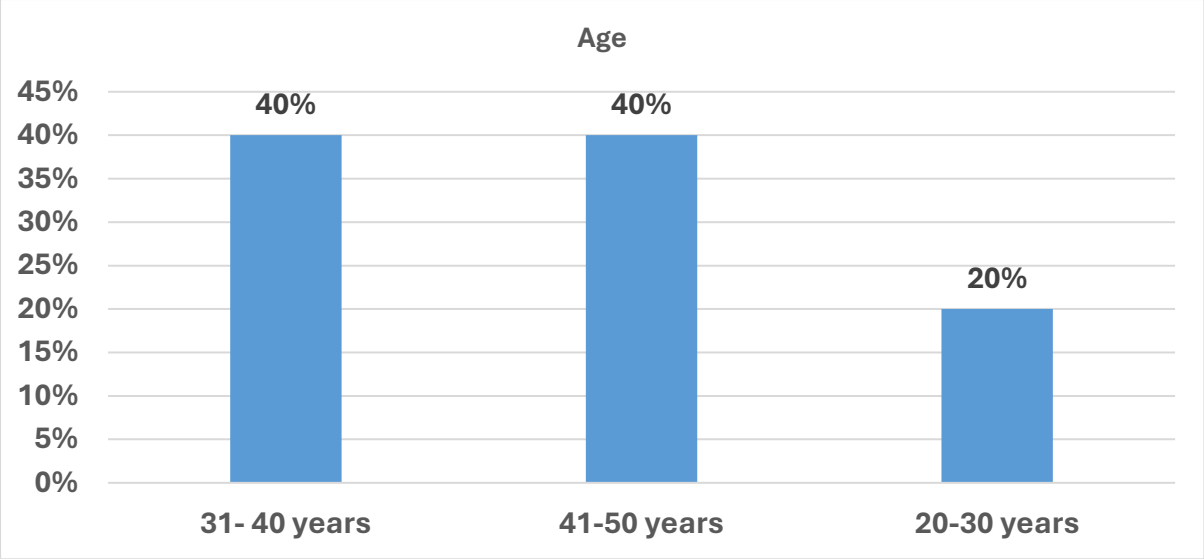

Figure 0.4: Age Distribution

Source: Author (2025).

Such an age profile provides a balanced view of perspectives across different stages of adulthood, though it leans more toward the experiences and insights of those in their 30s and 40s. This composition can shape the study's outcomes, as the findings may reflect the priorities and challenges typical of middle-aged respondents.

4.6.1.3 Highest Level of Education

Among the 10 respondents in the sample, 40% held a master's degree, while 30% each had a bachelor's degree or a diploma.

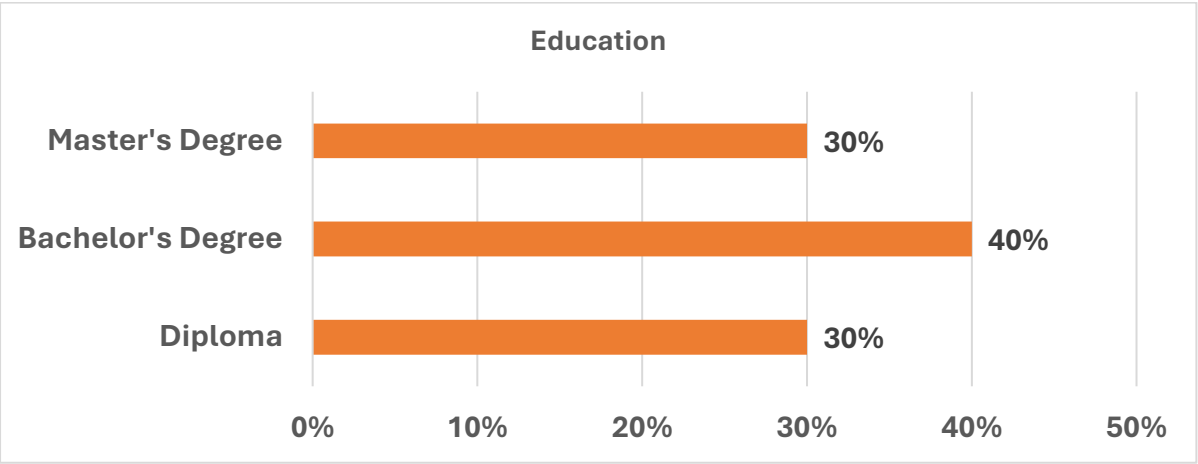

Figure 0.5: Level of Education

Source: Author (2025).

This educational distribution highlights a higher representation of individuals with advanced academic qualifications, suggesting a well-educated group overall. The

varied educational levels among respondents provide a diverse range of perspectives, potentially enriching the study's findings.

4.6.1.4 Current Position

Among the 10 respondents in the sample, Monitoring and Evaluation Officers as well as Medical Records Officers accounted for 30% each followed by Planners with 20%. Lastly, Doctors and Accountants had 10% each.

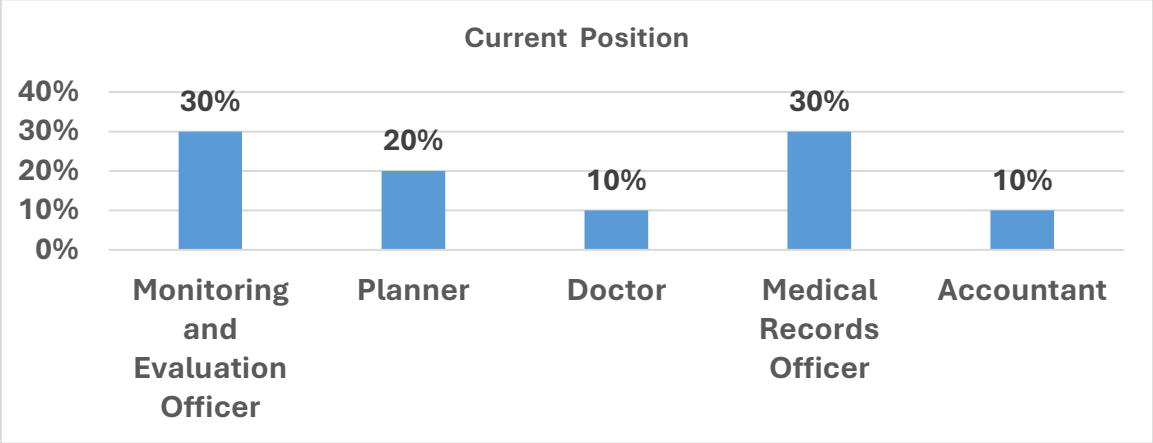

Figure 0.6: Current Position

Source: Author (2025).

This distribution reflects a significant representation of roles focused on data management and strategic planning, which could shape the study's findings by emphasising perspectives related to these professional areas. The inclusion of Doctors and Accountants, adds a broader range of insights, contributing to a more comprehensive understanding of the group's overall dynamics.

4.7.1 Perspective on the Roles of Monitoring and Evaluation in the Success of Health Projects

Respondents were asked about their perspective monitoring and evaluation in the success of health projects, respondents highlighted that monitoring, and evaluation plays a vital role in the success of health projects. Respondent 09 noted that "*In health sectors, it helps to provide very important information that can help top management to improve decision making and the implementation of other programs"*. M&E plays a critical role in tracking progress and ensuring that health projects meet their objectives. In addition, monitoring and evaluation helps to identify gaps and areas for improvement while ensuring accountability. It helps in having the successful outcomes

and efficiency of the work expected by the user and management. Respondent 07 stated that "*M&E is vital for success of projects because it ensures all set targets and objectives are met as you monitor and evaluate the project at every stage"*. It helps identify strengths and weaknesses in healthcare delivery systems and provide feedback on the effectiveness of health projects. Lastly, the success of any project depends on M&E other than the funding and human resources.

The responses highlight a strong consensus among participants regarding the critical importance of monitoring and evaluation (M&E) in the success of health projects. Respondents emphasized that M&E not only tracks progress and ensures projects meet their objectives but also identifies gaps and areas for improvement, fostering accountability and enhancing decision-making. Beyond financial and human resources, the success of health projects heavily relies on robust M&E practices, which ensure efficiency, accountability, and alignment with expected goals. This underscores the indispensable role of M&E in achieving sustainable success in healthcare initiatives.

4.7.2 Influence of Planning Activities on Performance of Health Projects

Respondents were asked how planning activities influence performance of health projects. Respondent 01 noted that "*Planning for monitoring and evaluation influences performance in that a project will be able to determine if it is achieving its goals*" while respondent 05 highlighted that "*planning ensures programs are carried out effectively as it aids in setting clear objectives and enhancing the effectiveness and sustainability of health projects by ensuring they are goal-oriented, data-driven and adaptable*". Planning for activities helps allocate resources effectively and ensures that activities are on track from inception as program staff decide how they are going to collect data to track indicators.

4.7.3 Challenges Faced in Implementing the M&E Plan for Health Projects

Respondent 01 highlighted that "*Inadequate funding, lack of trained personnel, and insufficient stakeholder engagement, which often hinders effective data collection*" is one of the challenges faced when implementing M&E plans. Working with data is an important part of M&E and so collecting unverified data can be one of the challenges

encountered. Respondent 06 noted that "*In some cases, hospital management may not prioritize M&E activities, leading to insufficient support for implementation*". Change of management also contributing to M and E decision.

Addressing these challenges is critical to enhancing the success of M&E efforts. This includes securing adequate funding, investing in personnel training, fostering stakeholder engagement, prioritizing M&E at all organizational levels, and ensuring stability in management to sustain commitment to these activities.

4.7.4 Adequate Funding Allocated for M&E Activities

Respondents were asked whether funding allocated for M&E activities at the University Teaching Hospital-Adult was adequate and if not give reasons. Most respondents highlighted that "*funding is not adequate as there is minimal allocation towards M&E activities hence most activities are not implemented*". Respondent 10 noted "*Focus when allocating funds is usually on medicines, medical & surgical supplies because of being in a hospital setup".* Most respondents indicated that funding allocated for Monitoring and Evaluation (M&E) activities was inadequate.

4.7.5 Influence of Financial Resources Allocated to M&E Activities

Respondents were asked how financial resources allocated to M&E activities influence the performance of health projects. Respondent 03 highlighted that "*M&E demonstrates a commitment to efficiency, transparency and accountability, improving trust and support among stakeholders and enhancing the credibility of the program"*. It was also noted that Adequate funding ensures timely data collection and analysis, which are vital for making evidence-based decisions as insufficient funds often delay project implementation. Respondent 10 stated that "Financial *resources influence performance in that if finances are available, Officers will be able to monitor and evaluate the project*." Finally, allocation of funds to M&E would ensure 80% of activities are done and this would reduce the debt burden.

4.7.6 Relationship Between M&E Budget Allocation and the Overall Performance of Health Projects

Respondent 04 noted that "*A well-funded M&E system enhances project efficiency and effectiveness, while poor funding compromises data accuracy and decision-making*". Other respondents stated that "*If there is adequate budget for M&E, there*

will be improved overall performance in the project and the less the M&E budget allocation the lower the overall performance of health projects". There is also success, satisfaction and sustainability of health projects if M&E budget is adequate.

4.7.7 Monitoring of M&E Framework

Most respondents agreed that the Monitoring and Evaluation (M&E) framework should be consistently monitored and evaluated throughout the entire lifecycle of a project. This approach allows for the frequent revision of indicators, ensuring greater efficiency and effectiveness in project implementation. Furthermore, an M&E framework establishes a baseline that is critical for early problem identification, tracking progress, and measuring outcomes. By continuously adapting and refining the framework, projects can achieve their goals more effectively while maintaining accountability and transparency.

4.7.8 Inclusions in the M&E Framework

Respondents were asked what components should be integrated into an M&E framework to improve the performance of health projects. Responses were that there is need to put clear indicators such as performance, morbidity and mortality tracking as well patient recoveries, use of evidenced based. Defining clear program goals and objectives that are achievable, establishing relevant indicators and utilizing logical frameworks. In addition, there should be data collection tools, stakeholder feedback mechanisms, regular capacity-building sessions and regular reviews. Some respondents suggested that there is need for an inclusion of financial management for financial transparency in a project. In addition, there should be performance appraisals on monitoring and evaluation officers.

4.7.9 Impact of Stakeholder Engagement impact the Performance of Health Projects

It was noted that if stakeholders are involved, work becomes easier, and projects do not fail. Respondent 7 noted that "*stakeholder engagement can help enhance project outcomes and benefits*". Stakeholder engagement fosters ownership and accountability, leading to better resource utilisation and project outcomes. Stakeholders are important as they give an unbiased view of how the project is to be

implemented. They serve in the checks and balances as well as assisting sticking to monitoring and evaluation of health projects.

4.7.10 Impact of Institutional Capacity in Performance of Health Projects

Strong institutional capacity plays an important role in ensuring that projects are well-coordinated and that resources are used effectively to achieve goals. Institution should ensure that there are available funds and officers to conduct M&E. Institutional capacity determines an organisation's ability to implement technical innovation. Through training health staff, we can see an improvement in service delivery, and overall better patient health outcomes. In addition, it sets to achieve social, and economic goals through knowledge, skills and systems.

4.7.11 Influence of Technical Capacity on Performance of Health Projects

Respondents were asked on how technical capacity influences performance of health projects. It was highlighted by respondent 02 that "*technical capacity necessitates effective planning, resource allocation, and monitoring to ensure that projects align with health care priorities"*. High technical capacity allows for efficient data analysis, innovative solutions, and better adaptation to project challenges. It was noted that If staff have the expertise and knowledge required, health projects will perform better. Technical capacity highly influences performance of health projects as lack of capacity is a factor of performance.

4.7.12 Training or Capacity-Building initiatives that Enhance M&E Practices

Monitoring and Evaluation (M&E) Officers play a critical role in assessing the progress, effectiveness, and impact of various projects and programs. To excel in their roles, they need comprehensive training in both foundational and specialised areas. This includes formal courses in monitoring and evaluation, which provide them with the theoretical frameworks and practical skills necessary to design, implement, and manage M&E systems effectively. M&E Officers should receive training in project data management, which equips them to handle the complexities of collecting, storing,

analysing, and reporting data across multiple stages of a project. Proficiency in statistical analysis tools like SPSS, STATA, or R is critical for accurate data analysis.

The additional comments and suggestions from respondents emphasized that the role of monitoring and evaluation (M&E) in the performance of health projects ensures project effectiveness, efficiency, and sustainability. M&E provides a framework for tracking progress, identifying challenges, and assessing outcomes, enabling evidence-based decision-making.

4.7 Chapter Summary

This chapter highlights the data findings and presentation collected from questionnaires and interviews conducted. It begins with a detailed presentation of the quantitative findings, including statistical analysis and data visualisations. Following the quantitative presentation, the chapter delves into the qualitative findings. This section provides detailed explanations and interpretations of the qualitative data, using quotes from interview guides to exemplify salient points.

CHAPTER FIVE

DISCUSSION AND ANALYSIS OF RESULTS

5.1 Introduction

This chapter provides a comprehensive discussion of the findings of the study. The discussions are structured according to the specific objectives outlined at the beginning of the research. Each objective is examined in detail, with an in-depth analysis of the results and the findings are interpreted in relation to existing literature.

5.2 Discussion of Findings

This section provides an extensive discussion of the research findings, comparing the results obtained with the literature reviewed in chapter Two. The discussion of the key findings is presented in the sequence of the research objectives.

5.2.1 Monitoring and Evaluation Plans on Performance of Health Projects

The survey findings revealed a strong consensus on the importance of monitoring and evaluation (M&E) activities throughout the project cycle. A significant 96.5% of respondents either strongly agreed or agreed that projects should plan for M&E activities, underscoring the recognition of their integral role in project management. Only a small fraction of 7.4% either disagreed or remained neutral, suggesting that opposition to this view is minimal. These results emphasize the necessity of embedding M&E practices in project planning to enhance accountability and ensure project success.

The survey also revealed the importance of realistic estimation for M&E during project planning. Most respondents (80%) either agreed or strongly agreed that realistic estimation is typically conducted during the planning phase, indicating its value in facilitating effective resource allocation and project oversight. However, 19.6% expressed either neutrality or disagreement, pointing to potential gaps or inconsistencies in how this practice is implemented. This finding suggests an opportunity for further advocacy or training to ensure that realistic M&E estimations are universally recognized and adopted.

Furthermore, the data indicates a strong belief that planning for M&E positively impacts project performance, with 89.5% of respondents either agreeing or strongly agreeing with this assertion. Similarly, an overwhelming 92.6% of respondents concur that a lack of planning for M&E leads to poor project outcomes, further supporting the

critical role of these activities in ensuring success. The findings consistently underline the value of M&E planning in optimizing project performance, while the minimal levels of disagreement highlight a near-universal acceptance of its importance among the respondents.

The factors discussed above align with existing literature as UNDP (2015) noted that M&E activities occur throughout the program and project cycles and should be reviewed and updated regularly, at least annually, such as during annual reviews. According to Nalianya (2017) the main goal of planning is to track progress, execute the project, and establish a strategy for monitoring and evaluation. Without strong planning, monitoring and evaluation, it would be challenging to determine if efforts are on the right track, assess progress and success, or identify ways to enhance future initiatives (Rene and Joseph, 2024). Muhammad (2018) examined M&E practices in higher learning institutions in Kenya and found a significant relationship between M&E planning and project performance. Ika (2015) examined the relationship between project planning and success of project implementation in Ghana, revealing a strong positive relationship between monitoring and evaluation (M&E) planning and project performance.

Furthermore, the researcher therefore extrapolates that the responses show significant influence of planning activities on the performance of health projects. Planning establishes a foundation for determining whether a project is meeting its goals. Additionally, planning facilitates efficient resource allocation and keeps activities on track from the project's inception. By proactively deciding how to collect and analyse data to monitor progress, program staff can ensure accountability and informed decision-making. Comprehensive planning is vital to the success of health projects, driving performance, optimizing resource utilisation, and enabling the achievement of targeted outcomes.

5.2.2 Resource Allocation in Monitoring and Evaluation on Performance of Health Projects

The survey findings revealed that resource allocation significantly influences the effectiveness of monitoring and evaluation (M&E) and overall project performance. Among the examined factors, involving M&E staff in budget preparation had the highest level of strong agreement (55.8%), underscoring its critical importance. This

suggests that engaging M&E personnel in financial planning ensures that their expertise and needs are adequately considered, leading to more effective M&E practices. Similarly, financing monitoring and evaluation, along with ensuring adequate funding and allocating funds throughout the project lifecycle (each receiving 47.4% strong agreement), highlights the necessity of sustained financial support for M&E to enhance project outcomes.

The findings further emphasize the importance of control and accountability in M&E activities, which had 41.1% strong agreement. This suggests that robust mechanisms to oversee and manage M&E efforts are important for ensuring transparency, effective use of resources, and alignment with project goals. Timely funding for M&E is also an important area of concern. Delayed or inconsistent funding can hinder M&E implementation, potentially compromising the ability to track progress and make necessary adjustments during the project lifecycle.

The factors discussed above align with existing literature. According to WHO (2017), a monitoring and evaluation budget should be about 5 to 10 percent of the total project budget. Duncan (2022) stated that adequate and timely funding is crucial for the success of a project, but inadequate or delayed funding can disrupt the project's implementation schedule. Hezron and Johnbosco (2020) identified financial difficulties as major causes of delays in government sponsored projects. In Kenya, a study done by Mugo (2014) on the Monitoring and Evaluation of Development Projects and Economic Growth found that the budget allocated for monitoring and evaluation is a significant positive factor in the successful implementation of M&E systems in development projects.

Eyibio and Daniel (2020) explored the relationship between budgeting and project success, concluding that resource budgeting is a vital tool in project management, and efficient budgeting can significantly contribute to project success. Murei et al. (2017) evaluated the impact of monitoring and evaluation (M&E) funding on the performance of horticulture projects. The study found that the M&E budget was a critical factor in determining project success. The study also found a positive relationship between financial allocation, funds control, fundraising, and project performance.

The Zambian National Monitoring and Evaluation (M&E) Policy emphasizes the importance of explicitly allocating a budget for M&E activities. This is seen as crucial

for ensuring effective monitoring and evaluation of projects and programs, leading to optimal performance. The policy underscores the importance of integrating M&E budgeting within the overall project budget to ensure it receives adequate attention for tracking development progress and promoting transparency.

The Researcher therefore concludes that the data underscored showed the relationship of resource allocation, M&E activities, and project performance. Effective financial planning and management, coupled with the involvement of M&E professionals and timely funding, are essential for achieving desired project outcomes. These findings highlighted areas where organizations can strengthen their resource allocation strategies to optimize M&E and enhance project success. The researcher recommends that there is need for a balanced approach to funding allocation that ensures the effective monitoring and evaluation of hospital operations while addressing core medical and surgical priorities.

5.2.3 Developing Monitoring and Evaluation Framework

The study used literature review findings, theoretical and conceptual analysis, as well as quantitative and qualitative data, to create a comprehensive monitoring and evaluation framework. This framework was created to address the third study objective, which looked at developing a monitoring and evaluation framework. The survey findings revealed the key factors critical to developing an effective monitoring and evaluation (M&E) framework, with varying levels of agreement among respondents. The highest agreement, at 50.5%, was attributed to the regular review of the M&E framework, emphasising the importance of periodic updates to maintain relevance and effectiveness. This finding stresses the need for continuous improvement in M&E practices to adapt to changing project dynamics and challenges.

A comprehensive M&E framework ranked second with 47.4% agreement, reflecting its significance in providing a structured and holistic approach to monitoring and evaluation. This was closely followed by the importance of a well-developed M&E framework (45.3%) and the implementation of new frameworks (44.2%), both of which highlight the value of thoughtful planning and execution in establishing effective M&E systems. Together, these factors illustrate the necessity of investing in robust and adaptable frameworks to ensure successful project monitoring and evaluation. The least agreement, at 43.2%, was for the notion that the absence of an M&E framework

leads to poor project performance. While this factor received lower agreement, it still highlights a notable recognition among respondents that the lack of a structured M&E framework can negatively impact project outcomes.

The factors discussed above align with existing literature. According to (June 2024), states that a more focused M&E plan, often called an indicator matrix or M&E framework, is a document that specifies project indicators and how they will be measured. The framework not only aids in identifying key indicators at each stage of the results chain but also aligns these indicators with specific data collection methods. In addition, Austine (2022) stated that the logical framework (log frame) has proven to be an effective M&E system, providing a summary of plans aimed at addressing identified problems, setting objectives to tackle them, and outlining the intended results, including activities, outputs, purpose, and overall goal.

Wachamba (2019) conducted research on the factors influencing the success of monitoring and evaluation (M&E) systems in non-governmental organizations (NGOs) within Nairobi. The research revealed that the choice of methods and tools significantly affects the execution of M&E activities Kariungi (2014) also discovered that certain energy sector projects in Kenya are completed on time due to factors like effective procurement processes, favorable weather conditions, sufficient funding, and the proper use of project planning tools such as the log frame matrix. Essence (2016) supports this by stating that project outcomes and their achievement indicators are compiled in a matrix that adheres to the logical framework approach.

The researcher, therefore, concludes that a well-structured monitoring and evaluation (M&E) framework significantly influences the performance of health projects. This conclusion is drawn from the evidence demonstrating that such frameworks facilitate better tracking of project progress, identification of potential challenges, and timely adjustments to ensure objectives are met. Overall, the findings emphasize the importance of conducting regular reviews to assess progress, designing comprehensive and tailored M&E frameworks that address specific project needs, and implementing these frameworks proactively. Together, these elements contribute to creating effective M&E frameworks that play a critical role in supporting the success and sustainability of health projects.

5.3 Framework Validation and Evaluation

The monitoring and evaluation framework was validated through interviews with three key informants from the University Teaching Hospital Adult. These individuals were purposively selected for their expertise, experience, and active role in monitoring and evaluation. The validation process focused on evaluating the framework's relevance, comprehensiveness, and potential for practical implementation. The informants provided feedback on the framework's structure, content, and alignment with existing needs and challenges.

Table 0.1: Framework Validation and Feedback

Organization	**Title**	**Expertise and Experience**	**Feedback Focus Area**
University Teaching Hospital-Adult	Chief Hospital Administrator	Experience in health project capacity building	Stakeholder engagement and capacity building.
University Teaching Hospital-Adult	Monitoring and Evaluation Officer	Experience in training, assessment and evaluation of health projects	Feedback on framework structure and technical skills development
University Teaching Hospital-Adult	Senior Planner	Experience in management of health projects	Financial management

Source: Author (2025).

5.4 Validation Feedback

The key informants provided valuable feedback on the proposed monitoring and evaluation Framework. A summary of the main points is outlined below:

Table 0.2: Thematic Areas of the Validation

No	**Thematic Area**	**Comment**
1	Financial Management	Promote financial transparency and incorporate economic constraints into planning; identify and

		assess alternative funding mechanisms to support project implementation.
2	Regular Technical Skills Development	Prioritize ongoing capacity-building initiatives through regular monitoring and evaluation training at the local level to ensure the availability of technical expertise within the hospital.
3	Regular Reviews	Inclusion of regular reviews to ensure that programs, projects, or interventions remain on track and achieve their objectives effectively.
4	Stakeholder Engagement	The importance of collaboration between various stakeholders on performance of health projects.
5	Performance Appraisal	Inclusion of performance appraisal for all project managers to assess their competencies.

Source: Author (2025).

5.5 Analysis of Feedback

The feedback provided by key informants during the validation process was thoroughly reviewed, analysed, and integrated into the monitoring and evaluation framework. Their insights highlighted several areas for improvement, including the addition of financial management and technical skills development as critical components to enhance the framework's practicality and effectiveness. Specifically, the informants emphasized the need for regular training monitoring and evaluation officers to address existing gaps in technical expertise, ensuring the availability of skilled personnel at the institutional level. Respondents also emphasized on regular reviews to track indicators and progress of health projects.

Collaboration among stakeholders was another significant aspect emphasized in the feedback. This collaboration was acknowledged as a cornerstone for the successful implementation of the framework, fostering shared ownership, coordinated efforts, and alignment across diverse groups involved in health projects. Additionally, a key recommendation was performance appraisal to assess the competence of monitoring and evaluation officers within specified timeframes. This measure aims to ensure accountability and mitigate the risk of unqualified personnel managing health projects, ultimately enhancing the overall quality of project management. These enhancements

position the framework as a robust tool for driving improved monitoring and evaluation practices in the context of health projects.

The researcher greatly values the feedback provided by the key informants and has incorporated their recommendations to refine and enhance the framework. The updated framework is structured to be robust, flexible, and responsive to the specific challenges of managing health projects. This validation process has significantly improved the framework, ensuring its suitability for enhancing project management and achieving better outcomes. The finalised framework will be detailed in the following chapter.

5.6 Chapter Summary

This chapter discussed and analysed the study's findings, aligning with the results presented in chapter four and guided by the study's three specific objectives. Conclusions and recommendations based on the research findings are provided in the following chapter. Additionally, this chapter proposes a comprehensive monitoring and evaluation framework based on the study's findings.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the conclusions and recommendations drawn from the study, which aimed to analyse the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. It summarises the key findings, presents conclusions aligned with the research objectives, offers recommendations to address the identified challenges, suggests areas for future research, highlights contributions to the field, discusses the study's limitations, and concludes with a chapter summary.

6.2 Conclusion of the Research Findings

The study's objectives encompassed exploring how planning for monitoring and evaluation influences performance of health projects at the University Teaching Hospitals-Adult. The study further assessed the influence of resource allocation in monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. Additionally, the study sought to develop a framework that will encourage project managers to effectively use the M&E systems at the University Teaching Hospitals-Adult. The research questions were answered as specified below:

6.2.1 How does planning for monitoring and evaluation influence performance of health projects at the University Teaching Hospitals-Adult?

The survey results highlighted a strong consensus on the importance of monitoring and evaluation (M&E) in project management, with most of the respondents affirming its necessity in project planning to enhance accountability and success. Most respondents also recognized the value of realistic estimation for M&E during planning, though a few noted gaps in its implementation, signalling a need for further training or advocacy. Additionally, a notable portion of respondents agreed that M&E planning positively impacts project performance, while 92.6% linked poor outcomes to inadequate M&E planning, underscoring its critical role in achieving project success. The study emphasized that planning for monitoring and evaluation influences performance of health projects.

6.2.2 How does resource allocation in monitoring and evaluation influence performance of health projects at the University Teaching Hospitals-Adult?

The study underscored the critical role of resource allocation in enhancing monitoring and evaluation (M&E) effectiveness and overall project performance. Involving M&E staff in budget preparation emerged as particularly important, as it ensures their expertise is considered, leading to better M&E practices. Sustained financial support, including adequate funding and allocation throughout the project lifecycle, is essential for achieving successful outcomes. The findings also stress the need for strong control and accountability mechanisms to ensure transparency, effective resource use, and alignment with project goals. Timely funding is crucial, as delays or inconsistencies can disrupt M&E implementation and hinder progress tracking and necessary adjustments.

6.2.3 What framework will encourage project managers to effectively use the monitoring and evaluation systems at the University Teaching Hospitals-Adult?

The study utilised diverse methods, including literature reviews, theoretical analysis, quantitative and qualitative data, to develop a comprehensive monitoring and evaluation (M&E) framework. The findings emphasise the critical importance of regularly reviewing the M&E framework to maintain its relevance and effectiveness in adapting to evolving project dynamics. Emphasis on the need for enhancements to the monitoring and evaluation framework, such as integrating financial management and technical skills development and regular training for officers.

Collaboration among stakeholders was highlighted as crucial for successful implementation, fostering shared ownership and coordinated efforts. Performance appraisals were also recommended to ensure accountability and prevent unqualified personnel from managing projects. These inputs were thoroughly analysed and incorporated, resulting in a refined framework that is robust, flexible, and better suited to address the challenges of health project management. Figure 6.1 illustrates the framework for monitoring and evaluation of health projects.

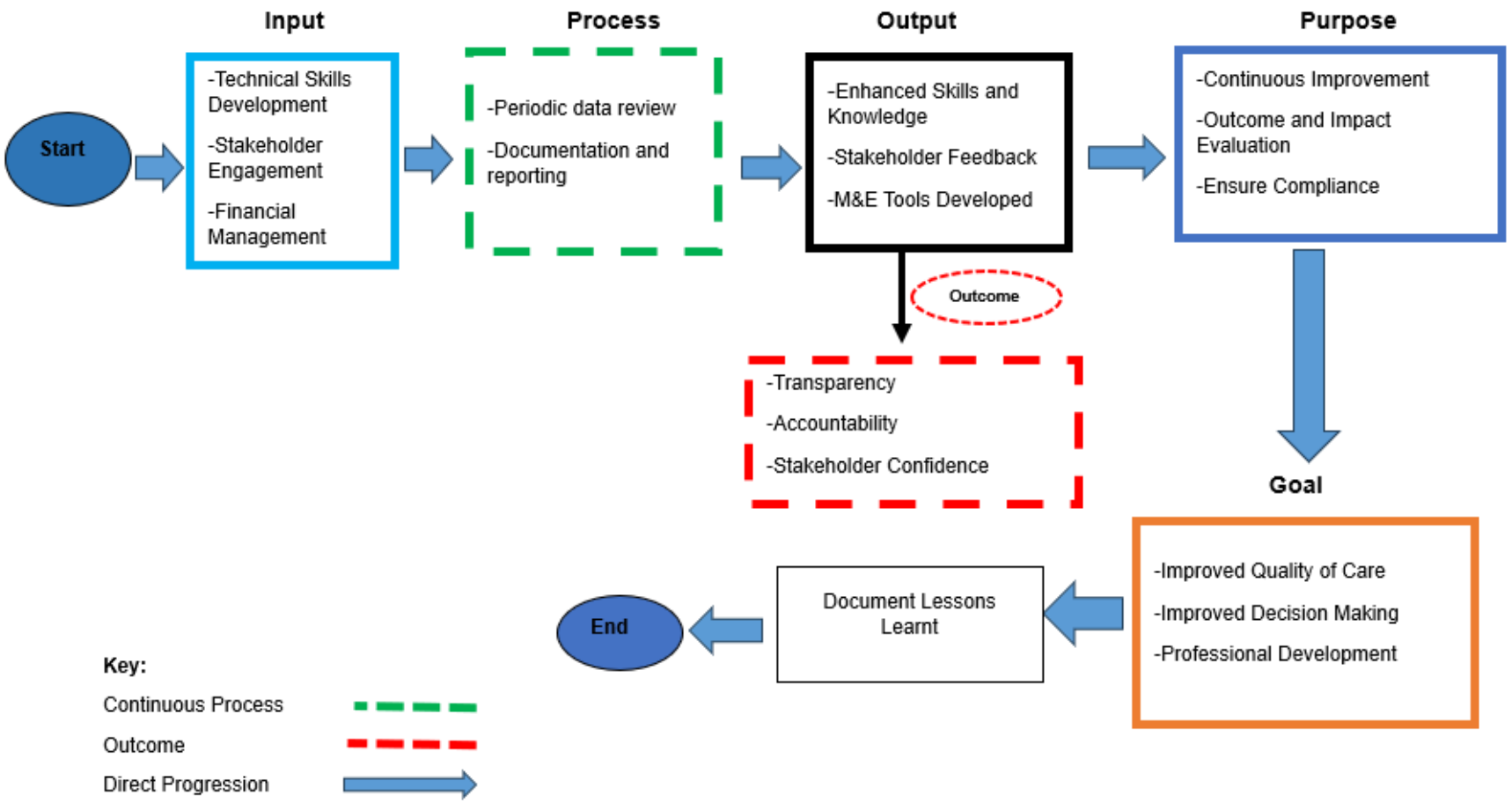

Figure 0.1: Proposed M&E Framework

Source: Author (2025).

6.2.4 Adoption of the Proposed Monitoring and Evaluation Framework

The study proposed the adoption of a monitoring and evaluation framework designed to enhance the performance of health projects. Implementing this framework is expected to address the key challenges identified and provide actionable strategies to improve the management and execution of health projects at University Teaching Hospitals-Adult. Emphasising regular reviews, stakeholder collaboration, technical training, performance evaluations, and financial management, the framework aims to drive high performance and ensure effective project outcomes.

6.3 Recommendations

The Study brought forth the following recommendations:

1) **Provide Adequate and Timely Funding**

The study recommended implementing transparent financial practices by allocating adequate and timely funding that supports the effective implementation of programs and activities. Regular financial audits and transparent reporting mechanisms can help track the efficient use of resources and identify areas for improvement.

2) **Establish Clear Disbursement Schedules**

The study recommended establishing a formalized, agreed-upon schedule for fund disbursement that outlines the specific dates or milestones when funds will be released. Providing clear disbursement schedules will contribute to the sustainability and success of organizational objectives.

3) **Promote Stakeholder Participation**

The study recommended promote stakeholder participation by establishing clear communication channels and fostering collaborative relationships with stakeholders during planning and implementation phases. This includes identifying potential partners with complementary expertise, aligning objectives, and defining shared responsibilities. Regularly engaging partners through joint reviews, workshops, and feedback sessions can enhance transparency and accountability. By nurturing strategic partnerships and maintaining ongoing dialogue, organizations can ensure that external support is effectively utilized to achieve targeted goals and foster sustainability.

6.4 Future Research Areas

The study proposed the following as areas for future research.

I. **Comparative Studies Across Hospitals**: Future research should focus on conducting comparative studies across various hospitals to uncover shared challenges and identify best practices in implementing health projects. Such studies would improve the generalizability of the results and offer a more thorough understanding of how monitoring and evaluation influences the performance of health projects.

II. **Longitudinal Impact Analysis:** Longitudinal studies should be conducted to assess the long-term impacts of health projects. These studies will offer valuable insights into the sustainability of project outcomes and the ongoing effectiveness of monitoring and evaluation practices.

6.5 Contributions to the Body of Knowledge

This study contributes to the existing body of knowledge by:

I. **Enhanced Understanding of Monitoring and Evaluation:** The study provided an in-depth analysis of the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult. Additionally, it provides a foundation for developing targeted interventions to address its challenges.

II. **Emphasising the Significance of Stakeholder Engagement:** The study underscores the vital role that stakeholder engagement plays in the success of health projects. Actively involving stakeholders ensures that diverse perspectives, expertise, and needs are considered throughout the project lifecycle, from planning and implementation to evaluation.

III. **Integrating Quantitative and Qualitative Insights**: The study employed a combination of quantitative and qualitative analyses to provide a comprehensive understanding of the role of monitoring and evaluation in health projects. This integrative approach ensures a more robust and actionable understanding of how these practices influence health project outcomes.

6.6 Limitations of the Study

The following were the highlighted limitations of the study:

I. **Limited Geographical Scope:** The study was limited to the University Teaching Hospitals-Adult, which may not adequately reflect the conditions and practices of other healthcare facilities. This geographical constraint could impact the applicability of the findings to regions with varying socio-economic and cultural contexts. As a result, the findings are highly context-specific and may not be generalizable to all regions implementing health projects.

II. **Short Study Duration**: The study was conducted within a relatively short timeframe, which may have limited its ability to capture comprehensive data on monitoring and evaluation processes. A longer study duration could have provided deeper insights into trends, long-term impacts, and the evolving challenges faced during health project implementation.

III. **Reliance on Self-Reported Data:** The study heavily relied on self-reported data from questionnaires and interviews, which can introduce biases such as social desirability bias, recall bias, and subjective interpretation of questions by respondents.

6.7 Chapter Summary

This chapter provided a comprehensive overview of the study's main findings, conclusions aligned with the research objectives, and actionable recommendations to address the identified challenges. Key recommendations include the implementation of regular training programs, enhanced financial management, the development of technical skills, strengthened collaboration among stakeholders, and adopting a holistic approach to the factors affecting monitoring and evaluation processes. Additionally, the chapter outlined areas for future research, contributions to the existing body of knowledge, and the study's limitations. Future research should prioritize comparative studies across diverse hospitals, longitudinal assessments of health project impacts, broader stakeholder engagement, and detailed case studies. These efforts will contribute to a deeper understanding of monitoring and evaluation dynamics and facilitate improved management and outcomes of health projects.

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Appendix 1: Proposed Manual for Monitoring and Evaluation Framework

Monitoring and Evaluation (M&E) Framework is designed to guide the process of tracking, assessing, and improving the performance and outcomes of a program, project, or policy. The monitoring and evaluation framework should be comprehensive, practical, and aligned with the goals of the program or project. Below are the key steps to consider:

Step 1: Technical Skills Development

The University Teaching Hospital should begin with the development of technical skills for all the Officers involved in the project. The development of technical skills is vital for enabling accurate data collection, facilitating effective data analysis, improving reporting and communication, enhancing monitoring processes as well as supporting capacity building and sustainability.

Step 2: Stakeholder Engagement

The second step is to engage all relevant stakeholders to discuss gauge their willingness to participate in the health project and how the project will be implemented. Stakeholder engagement will enhance relevance and ownership, build trust and transparency as well as strengthens decision-making.

Step 3: Financial Management

Develop a comprehensive plan on how finances will be allocated. Proper financial management ensures efficient resource allocation, supports budget planning and

control, promotes accountability and transparency, enhances decision-making as well as enables cost-effectiveness analysis.

Step 4: Develop M&E Tools

Develop M&E tools to collect, analyze, and report data related to the program or project. These tools should have detailed steps to achieve the objectives and should include timelines as well as responsibilities. M&E tools enable efficient and systematic data collection, analysis, and reporting, ensuring that program progress and outcomes can be effectively tracked and assessed.

Step 5: Data Collection

Collect data on monthly basis to track performance of health projects. Data collection is a critical component which enables systematic gathering of information to assess the performance, outcomes, and impact of programs or projects. Here's an overview of its role and process.

Step 6: Data Reviews

Conduct data review meetings for the data collected to be accurate, relevant, and actionable. Regular reviews allow stakeholders to assess progress, identify challenges, and make informed decisions to improve program performance and achieve desired outcomes.

Step 7: Reports and Documentation

Make reports and document the findings of the data reviews conducted for ensuring transparency, tracking progress, and facilitating learning. High-quality reports and thorough documentation not only demonstrate accountability but also create a valuable knowledge base for future initiatives.

Step 8: Stakeholder Feedback

Hold meetings with all stakeholders and give them feedback on the progress of the project. Stakeholder feedback helps ensure that the M&E process is responsive to the needs of the participants and that the program is achieving its intended goals. By systematically collecting, analyzing, and responding to feedback, programs can improve continuously, stronger relationships with stakeholders can be built, and desired outcomes can be achieved.

Step 9: Continuous Improvement

Continuously monitor and evaluate the project and the central purpose of the M&E framework to ensure that lessons are learned, challenges are addressed, and strategies are adapted in real-time to improve program effectiveness. Regularly assess and track the performance of health projects by setting key performance indicators (KPIs).

Step 10: Document Lessons Learnt

Document lessons learned throughout the process to inform future decision-making and ensure continuous improvement. This includes preparing comprehensive reports on successes, challenges, and areas for growth, sharing insights with stakeholders and offering recommendations for policy and practice enhancements based on documented experiences.

Appendix 2: Ethical Clearance Letter

UNIVERSITY OF LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

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Phone: +260211258505, 258409 Fax +260211233409; Cell +260976075850,961917862,
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UNILUS-RESEARCH ETHICS COMMITTEE

Ref no:
FWA00033228-3911/24

Date: 6th November 2024

STUDENT NAME: Precious Chisanga

THE ROLE OF MONITORING AND EVALUATION ON PERFORMANCE OF HEALTH PROJECTS: CASE OF THE UNIVERSITY TEACHING HOSPITALS-ADULT IN LUSAKA DISTRICT

The above research was submitted to the research ethics committee for review. The study has no major ethical problems and is approved subject to the following:

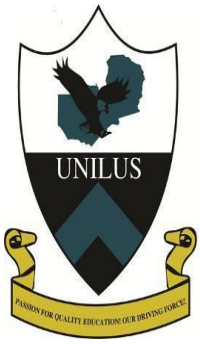
1. The study cannot be changed without express permission of the UNILUS research ethics committee.

2. Approval from the necessary authority should be sought.

The committee wishes you success in your work.

Professor Kasonde Bowa
MSc(Glasgow),M.Med(UNZA),FRCS(Glasgow),FACS,FCS,DPH(LSTMH),MPH(UCL)
Chairman- UNILUS REC
Professor of Urology and Consultant Urologist
Deputy Vice-Chancellor – Research and Innovation
Executive Dean - School of Medicine and Health Sciences

Appendix 3: Research Questionnaire and Interview Guide



UNIVERSITY of LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

Research Questionnaire

Dear Respondent,

TOPIC: THE ROLE OF MONITORING AND EVALUATION ON PERFORMANCE OF HEALTH PROJECTS: CASE OF THE UNIVERSITY TEACHING HOSPITALS-ADULT

I am a postgraduate student at the University of Lusaka, currently pursuing a master's degree in project management. As part of the requirements for my degree, I am undertaking a research study focused on the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult.

Your participation in this study is important. Please take a moment to complete the attached questionnaire, answering all questions as honestly and thoroughly as you can. Be assured that your responses and all information shared will be handled with complete confidentiality. Should you have any questions or encounter any issues, please feel free to contact me by email at chisangaprecious@gmail.com or by phone at +260976861505.

Thank you very much for your support.

Sincerely,

Precious Chisanga

SECTION A: DEMOGRAPHIC INFORMATION

Please tick your most appropriate choice.

1. What is your gender?

    A. Male
    B. Female

2. What is your age range?

    A. 20 – 30 years
    B. 31 – 40 years
    C. 41 – 50 years
    D. 51 – 60 years
    E. Above 60 years

3. What is your highest level of education?

    A. Grade 12
    B. Certificate
    C. Diploma
    D. Bachelor's Degree
    E. Master's Degree
    F. Doctorate

4. How long have you worked at the University Teaching Hospital?
    A. Less than 1 year
    B. 1-3 years 4-6 years
    C. 7-10 years
    D. More than 10 years

5. What is your current position?

    A. Monitoring and Evaluation Officer
    B. Planner
    C. Doctors
    D. Medical Records Officer
    E. Human Resource Officer

SECTION B:

OBJECTIVE 1: Influence of Planning for Monitoring and Evaluation (M&E) on Project Performance. On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	**1**	**2**	**3**	**4**	**5**
Projects should plan for monitoring and evaluation activities throughout the project cycle.					
Realistic estimation for M&E is usually undertaken during project planning.					
Planning for M&E influences project performance.					
Lack of planning for M&E leads to poor project performance.					

OBJECTIVE 2: Influence of Resource Allocation on M&E and Project Performance. On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	**1**	**2**	**3**	**4**	**5**
Financing monitoring and evaluation activities is essential for the success of health projects at UTH-Adult.					
Adequate funding for monitoring and evaluation positively impacts health project performance at UTH-Adult.					
Funds for M&E should be allocated throughout the project lifecycle.					
Timely funding for monitoring and evaluation significantly impacts health project performance at UTH-Adult.					
Involving M&E staff in budget preparation enhances M&E effectiveness.					
Proper control and accountability of monitoring and evaluation activities enhances health project performance at UTH-Adult.					

OBJECTIVE 3: Developing an Effective Monitoring and Evaluation Framework. On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	1	2	3	4	5
A comprehensive M&E framework is essential for project performance.					
Monitoring and evaluation should be reviewed regularly throughout the project at UTH-Adult.					
A well-developed monitoring and evaluation framework enhances health project performance at UTH-Adult.					
The absence of a monitoring and evaluation framework leads to poor project performance at UTH-Adult.					
Implementing a new monitoring and evaluation framework will improve health project performance at UTH-Adult.					

SECTION C: INDEPENDENT VARIABLES

a) Stakeholder Engagement

Does stakeholder engagement influence performance of health project? On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	1	2	3	4	5
Joint decision-making between stakeholders and project staff positively influences health project performance at UTH-Adult.					
Stakeholder engagement enhances health project performance at UTH-Adult.					
Stakeholders participate adequately in M&E processes at UTH-Adult.					

b) Institutional Capacity

Does institutional capacity influence performance of health projects? On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	1	2	3	4	5
Institutional capacity enables effective M&E at UTH-Adult.					
Sufficient resources and expertise are available to manage monitoring and evaluation at UTH-Adult.					
Continuous improvement in M&E is prioritized by the hospital.					

c) Technical Capacity

Does technical capacity influence performance of health projects? On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	1	2	3	4	5
M&E teams should receive regular training and refresher courses.					
M&E teams should have prerequisite qualifications and skills.					
Team building enhances the performance of M&E teams.					

SECTION D: MODERATING VARIABLE

Legal Framework

Does the legal framework influence the performance of health projects? On a scale of 1 to 5, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	1	2	3	4	5

The legal framework influences project performance.					
Legal compliance enhances the effectiveness of M&E activities.					
The current legal framework promotes transparency in M&E processes.					

SECTION E: DEPENDENT VARIABE

Performance of Health Projects

Performance of health projects is influenced by many factors. On a scale of 1 to 5, with 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Please indicate your level of agreement with the following statements by ticking (√):

STATEMENTS	1	2	3	4	5
Time allocated to M&E influences project performance.					
Stakeholder satisfaction impacts project performance.					
Cost allocation for M&E affects project performance.					

End of questionnaire. Thank you for your participation.

UNIVERSITY of LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

INTERVIEW GUIDE

Dear Respondent,

TOPIC: THE ROLE OF MONITORING AND EVALUATION ON PERFORMANCE OF HEALTH PROJECTS: CASE OF THE UNIVERSITY TEACHING HOSPITALS-ADULT

I am a postgraduate student at the University of Lusaka, currently pursuing a master's degree in project management. As part of the requirements for my degree, I am undertaking a research study focused on the role of monitoring and evaluation on performance of health projects at the University Teaching Hospitals-Adult.

Your participation in this study is important. I greatly value your extensive expertise and experience to help explore this subject in a brief discussion. Please rest assured that this interview is solely for academic purposes, and your responses will be handled with the utmost confidentiality. Recording will only take place with your clear consent.

Thank you very much for your support and contribution to this research.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?
    a. Male
    b. Female

2. What is your age range?

    A. 20 – 30 years
    B. 31 – 40 years
    C. 41 – 50 years
    D. 51 – 60 years
    E. Above 60 years

3. What is your highest level of education?
    A. Grade 12
    B. Certificate

C. Diploma
D. Bachelor's Degree
E. Master's Degree
F. Doctorate

4. What is your current position?

F. Monitoring and Evaluation Officer
G. Planner
H. Doctors
I. Medical Records Officer
J. Accountant
K. Other

SECTION B: INTERVIEW QUESTIONS

1. What is your perspective on the roles of monitoring and evaluation (M&E) in the success of health projects?

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……
…….

2. In your opinion, how does planning for M&E activities influence the performance of health projects?

……
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……

3. What challenges have you faced in implementing the M&E plan for your health project?

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……

4. Do you think the funding allocated for M&E activities at the University Teaching Hospital-Adult is adequate? Why or why not?

……
……
…….

5. In your view, how do financial resources allocated to M&E activities influence the performance of health projects?

……
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……

6. What is your opinion on the relationship between M&E budget allocation and the overall performance of health projects?

……
…

……

7. Should the M&E framework be monitored and evaluated throughout the entire lifecycle of a project? Why or why not?

……
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…….

8. What components do you believe should be integrated into an M&E framework to improve the performance of health projects?

……
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……

9. How does stakeholder engagement impact the performance of health projects?

……
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……

10. What role does institutional capacity play in the performance of health projects?

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……..……
……..

11. How does technical capacity influence performance on health projects?

……
……
…….

12. What kinds of training or capacity-building initiatives do you think could enhance M&E practices in your organization?

……
……
……

13. Do you have any additional comments or suggestions on improving M&E practices for health projects?

……
……
……

Appendix 4: Plagiarism Checker

UNIVERSITY OF LUSAKA

PLAGIARISM CHECK.ORG

18.91%

SIMILARITY OVERALL

SCANNED ON: 17 JAN 2025, 10:05 AM

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Your text is highlighted according to the matched content in the results above.

IDENTICAL	CHANGED TEXT	QUOTES	REFERENCES
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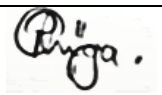
Report #24449939

24 SCHOOL OF POSTGRADUATE STUDIES THE ROLE OF MONITORING AND EVALUATION ON PERFORMANCE OF HEALTH PROJECTS: CASE OF THE UNIVERSITY TEACHING HOSPITALS- ADULT BY Precious Chisanga MSCPM 23118796 SUPERVISOR: Dr. Eng. Michael Kalumbu Nsefu Submitted to the school of postgraduate studies in partial fulfillment of the requirements for the award of the Master of Science Degree in Project

SCHOOL OF POSTGRADUATE STUDIES

12TH TO 20TH JANUARY 2025 GBS800 DISSERTATION SUBMISSION

No	Item	Done
1	Were you registered for GBS800 in the JUL-DEC 2024 semester?	**Yes**
2	Has your FINAL DISSERTATION been signed by your supervisor[1]?	**Yes**
3	Have you attached the plagiarism similarity report to the appendix?	**Yes**
4	Is your plagiarism similarity report below 20 percent together with the AI generated? Please append the similarity report to your dissertation.	**Yes**
5	Have you submitted a soft copy version of your dissertation to the UNIVERSITY CLASS called "**GBS 800 FINAL SUBMISSIONS-12TH -20TH JAN 2025**?" See point (3) on the next page for more details.	**Yes**
6	What is your dissertation's total word count (including references and appendices)?	**32097 WORDS**
	Candidate Name: PRECIOUS CHISANGA	
	Student Number: MSCPM23118796	
	Signature: 	
	Date: 20/01/2025	

[1] Please ensure that the "SUBMISSION OF DISSERTATION FOR EXAMINATION FORM" (available on page 43 of the dissertation guidelines) is printed and signed by your supervisor and included as part of your submission.

EACH STUDENT MUST ATTACH THE FOLLOWING SIGNED CHECKLIST AS PART OF THEIR DISSERTATION SUBMISSION.

A STUDENT WHO DOES NOT MEET ALL REQUIREMENTS LISTED IN THE CHECKLIST ABOVE MAY NOT BE READY FOR SUBMISSION AND MAY HAVE TO RE-REGISTER FOR GBS800 IN THE FIRST SEMESTER OF 2025.

DETAILS REGARDING EACH ITEM ON THE CHECKLIST

No	Item
1	If you were not registered for GBS 800 for the period JUL-DEC 2024 you must do so otherwise you risk: ● Not being scheduled for dissertation defense ● Not receiving communication ● Not receiving your GBS800 results ● Not meeting graduation criteria
2	If supervisor can't sign off the hard copy dissertation, approval for submission can be submitted by either: ● Appending an electronic signature in the dissertation, or ● Sending consent via email to abby.nakalinda@unilus.ac.zm or jmwewa@unilus.ac.zm (copying the student) the email must then be printed and included as part of the submission.
3	**GBS 800 FINAL SUBMISSIONS- 12TH -20TH JAN 2025**
4	Ensure your word count is as per university requirement (i.e. 15,000-20,000 words).
5	If anything is unclear, email the GBS800 coordinator or postgraduate office.

SCHOOL OF POSTGRADUATE STUDIES

SUBMISSION OF DISSERTATION FOR EXAMINATION

Name of Student: Precious Chisanga

Student Number: Mscpm23118796

Programme of Study: Master of Science in Project Management

Dissertation Title: Role of Monitoring and Evaluation on Performance of Health Projects: Case of The University Teaching Hospitals-Adult

Signature of Student: 

Date: 20/01/2025

Supervisor's Comments:

I recommend/ do not recommend this dissertation for submission for examination (If you do not recommend, kindly provide a written report and attach hereto).

Name of Supervisor: Dr. Eng. Michael Kalumbu Nsefu

Signature of Supervisor: 

Date: 20/01/2025