Participatory Monitoring and Evaluation Process on Performance of Mtwapa – Kilifi Road Construction Project in Kilifi County, Kenya.

Lammeck Aruya Mogire, Fred Wabomba Nguti & Dr. Stella Karimi Silas

Mount Kenya University

DOI: https://doi.org/10.51244/IJRSI.2024.1104040

Received: 24 October 2023; Revised: 09 November 2023; Accepted: 13 November 2023; Published: 11 May 2024

ABSTRACT

The purpose of the study was to examine participatory monitoring and evaluation process on performance of Mtwapa – Kilifi Road construction project in Kilifi County, Kenya. In order to achieve the general objective, the study was guided by specific objectives: to establish the extend of stakeholder engagement, and data collection processes on the participatory monitoring and evaluation process on the performance of Mtwapa- Kilifi Road construction project in Kilifi County, Kenya. The Stakeholder theory and Theory of project management laid the ground for the need to conduct the study. In order to conduct the study to meet the objectives, descriptive and cross-sectional research designs was used. The research targeted the population of 320 that is road engineers, contractors, road users and road laborers. The sample size was 175 respondents determined by Slovin's formula. The study adopted stratified random sampling to collect data. The researcher administered a closed ended questionnaire and interview guides as the data collection instruments in order to obtain primary data. The data collection tools were piloted and tested to check the validity and reliability before conducting the actual study. The quantitative data was analyzed using descriptive statistics presented in form of percentages (%) and frequencies (f). Qualitative data obtained from interview schedules was transcribed organized into themes and presented in prose according to the research objectives of this study. The SPSS version 25 was used to carry out this. The study findings were presented by graphs and tables. The research findings established that stakeholder's participation has great impact in project implementation of road projects in Kilifi County. In support of this, it can be noted that efficient management of stakeholders minimizes uncertainties posed by stakeholders on projects scope, cost, time, quality and objectives. It was also concluded that success of project implementation is hinged on efficient management of stakeholders. The study findings revealed that for monitoring processes to function properly it requires management support as a mediating factor for a project to succeed. The study recommends management should give their support to all levels of stakeholders for projects to succeed.

Key Words: Monitoring and Evaluation, Stakeholder, Stakeholder Analysis,

INTRODUCTION

Participatory monitoring and evaluation is a methodology used to track and evaluate a particular project or policy with the involvement of stakeholders at all levels, sharing control over the content, the process, and the results. (Njeru, 2022). Adequate stakeholder engagement is necessary for participatory monitoring and evaluation to take place because it helps an organization to achieve its strategic goals with the help of stakeholders and an understanding of the external environment (Omari,2018). The four key components of the participatory monitoring and evaluation process are stakeholder involvement, data collection, data

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

distribution for monitoring and evaluation, and finally report writing for monitoring and evaluation.

The success of road construction projects depends on these elements (Adek, 2016). Almost all road construction projects operate in a setting where their respective stakeholders play a key role in the completion of tasks, making monitoring and evaluation processes particularly sensitive to road construction projects (Omondi and Kinoti, 2020). Never neglect the views, goals, and interests of stakeholders in relation to the road project. Involving stakeholders, gathering data, and sharing information for monitoring and evaluation are crucial during all stages of the road project's development.

Finally, it is necessary to write reports for monitoring and evaluation (Sarah and Karts 2018). The primary goal of project control in the construction sector is to guarantee that projects are finished on schedule, within the allocated budget, and in accordance with the project's objectives. Complex activities are carried out by project managers, and they frequently monitor their progress. (Wirahadi kusumah, Susanti, Coffey, and Adighibe, 2018) found that stakeholder groups in Australian road infrastructure projects, as represented by the stakeholder management cycle, had the authority to halt a project by withholding crucial resources or project support. The practice of monitoring and evaluation in the building and construction sector in the USA appears to be neglected, although other areas of project management are given a lot of attention in the execution of projects. In order to assure the successful completion of projects, monitoring and assessment of the entire project implementation process are disregarded and given less attention than is necessary (Tengan,2019).

For a project to succeed in Africa, the role of a participatory monitoring and evaluation process must be accepted (Karwowski and Ahram, 2018). The majority of third-world countries began a lot of infrastructure projects in South Africa that have failed for a variety of reasons. Among these reasons for project failure, insufficient monitoring and assessment of projects and poor planning of the project implementation process stand out. Dewar and Todeschini's (2018) study on the modernization of the South African transportation industry found that delays in building projects are common and frequently lead to potential losses for all parties. According to (Onkwandu, 2018), the frequent halts and abandonment of road development in Nigeria are mostly caused by inadequate project analysis and management.

In East Africa, the role of stakeholder engagement in road development projects is still significant. In order to successfully complete road development projects in Rwanda, Amandin and Kule 2019; (Muhimpundu, (2018) stated that stakeholder engagement was essential. According to Murwanashyaka and Shukla (2019), the performance of road construction projects in Rwanda was negatively impacted by the absence of efficient stakeholder management techniques. Gitau, (2019) emphasized the importance of stakeholder management, especially when it comes to problem sharing. The success of building projects in Rwanda was related to the stakeholder management in terms of risk management throughout the project planning phase. Poor stakeholder management is cited by Wogllff (2018) as a likely cause of road project failures and major disappointments in many road construction projects in Burundi.

A study conducted in Kenya (Wambui and Wairimu 2022) came to the conclusion that the successful implementation of road development projects in Kiambu County requires a number of monitoring and evaluation methods that improve the monitoring and evaluation team. Despite the Kenyan government's efforts and actions to improve the performance of road building projects, it is nevertheless evident that government-funded projects encounter delivery issues because of a number of problems related to quality, completion dates, and cost. Numerous road contractors, whether employed by government organizations or small local businesses, have fallen short of expectations, especially when it comes to building and maintaining roads. As a result of the under performance, participatory monitoring and evaluation have become necessary. This has compelled the establishment of performance contracts as well as the selection of an authority to monitor the contractors' performance (Momanyi, 2018). According to Mugata and Yusuf

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

(2018), the main reason road contractors perform poorly is due to issues with monitoring and evaluation that result in ineffective resource management and even political intervention. Completion and under performance, including poor management of the few resources available and low levels of technology that drive up the cost of the entire project, are further negative effects of insufficient monitoring and assessment.

The Stakeholder theory and Theory of project management laid the ground for the need to conduct the study. evaluation method on the construction of the Mtwapa-Kilifi Road in Kenya's Kilifi County. The stakeholder theory considers business ethics, morals, and values while managing stakeholders involved in a project or organization. It tries to enhance stakeholder relationships in order to boost overall project or business efficiency. According to the stakeholder theory, stakeholders are the individuals and organizations that affect or are affected by a corporation. Project management, corporate social responsibility, strategic management, and business ethics are just a few of the important areas where it is used (Megan, 2022). The chapter uses this theory to demonstrate how stakeholder involvement impacts project performance and how the stakeholder viewpoint offers a different way to understand how people and organizations create value and conduct trade, according to Cambridge University Press (2018). Freeman, Harrison, and Zyglidopoulos address the fundamental principles of stakeholder management and its practical application, as well as the advantages it brings to organizations and their managers.

The strategic management of several stakeholders is made easier by the stakeholder theory. Furthermore, because stakeholder theory has been effective in numerous development projects, Kenya might easily adopt it (Sama-Lang and Zesug, 2019). Strong communication between project managers and stakeholders is crucial since it directly influences the achievement of desired goals. Therefore, project managers should make an effort to coordinate activities seamlessly by building strong relationships with all stakeholders. One can collect and classify the many stakeholders according to the influence and interest they have within the organization thanks to stakeholder mapping, another essential component. This is done with the intention of managing these stakeholders to make a good contribution to the company. Mendelow created a two-by-two matrix with four quadrants, where each stakeholder can be categorized to determine their potential influence and interest in the company or project (Mugata and Chelule, 2018). Maria (2022) defines project management as the art of managing personnel and material resources during a project to achieve predetermined objectives for scope, cost, time, quality, and participant satisfaction. The general management of commercial and industrial businesses, in contrast, adopts a broader perspective with greater operational continuity. There are enough similarities and differences between the two to make it possible to use modern management techniques intended for general management to project management. The project theory is based on three ideas—transformation, flow, and value, often known as the transformation-flow-value (TFV) theory—and is modeled after the theory of products obtained from the manufacturing industry (Inuwa and Kunya, 2018). The TFV theory must be applied concurrently and in a complimentary manner in order for it to be effective and efficient in helping to comprehend the nature and requirements along the project conversion (transformation) path (Kraemer, 2019). Three theories—management-as-planning, or the thermostat and dispatching models—explain (Kerzner, 2019)'s theory of management. The thermostat model and the model of scientific experimentation make up the theory of control, respectively (Mugata & Muchelule, 2018). Monitoring project performance entails spotting irregularities, determining their causes, effects, and the most effective ways to address them.

Statement of the Problem

The high failure rate of road construction projects may be due to the absence of key project stakeholders' participation. Despite having substantial knowledge of project planning and management, project failure is frequently reported. Stakeholders look forward to participating in decisions affecting the project. However, as allegations of exclusion continue to be made, this is incorrect. The county and national governments of Kenya sponsor a limited number of community-based programs. This can be seen in the national office,

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

where early plans are made without in-depth consultation with the organizations that serve as the republic's representatives (Mwangi, 2018). Participatory monitoring and evaluation is greatly influenced by data collection procedures such as data collection tools, data collection methods and data collection timelines in that order. Data collection has a significant positive effect on project implementation in Kilifi County. Effective data collection is the life blood of a project success in terms of project initiating, planning, executing, monitoring and closing out the project to various individuals and project stakeholders. Other factors such as organization structure can be a hindrance to data collection processes in a project environment and this can hamper its success. It is upon this that this study sought to investigate the effect of project monitoring practices on implementation of road construction projects in Kilifi County. It is upon this that this study sought to investigate the effect of project monitoring practices on implementation of road construction projects in Kilifi County.

Objectives of the study

The objectives of the study were:

1. To establish the extent to which stakeholder engagement influence performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya.

2. To assess how data collection processes influence participatory monitoring and evaluation process influence performance of Mtwapa-Kilifi Road construction project in Kilifi County, Kenya.

Research Questions

This study was guided by the following research questions:

1. How does stakeholder engagement influence performance of Mtwapa –Kilifi Road construction project in Kilifi County, Kenya?

2. How does data collection processes influence performance of Mtwapa –Kilifi Road construction project in Kilifi County, Kenya?

METHODOLOGY

In order to conduct the study to meet the objectives, descriptive and cross-sectional research designs was used. The research targeted the population of 320 that is road engineers, contractors, road users and road laborers. The sample size was 175 respondents determined by Slovin's formula. The study adopted stratified random sampling to collect data. The researcher administered a closed ended questionnaire and interview guides as the data collection instruments in order to obtain primary data. The data collection tools were piloted and tested to check the validity and reliability before conducting the actual study. The quantitative data was analyzed using descriptive statistics presented in form percentages (%) and frequencies (f). Qualitative data obtained from interview schedules was transcribed organized into themes and presented in prose according to the research objectives of this study. The SPSS version 25 was used to carry out this.

RESULTS OF THE STUDY AND DISCUSSION

The study was set to investigate participatory monitoring and evaluation process on performance of Mtwapa – Kilifi Road construction project in Kilifi County, Kenya. Information was collected from 175 respondents and data analysis generated the following results:

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

Stakeholder engagement and how it influences performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya.

Engineers, Road User's and Road Laborers were asked to give their opinion relating to stakeholder engagement and how it influences performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya**.** Their responses were as shown below in table 5, 6 and 7

Table 5: Engineers Responses on Stakeholder engagement and how it influences performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya. N=10

	SA	A	U	D	SD
STATEMENTS	(f) (%)	(f) (%)	(f) (%)	(f) (%)	(f) (%)
a). All stakeholders were properly identified	8(80%)	2(20%)	0(0%)	0(0%)	0(0%)
b). The set objectives were achievable	6(60%)	2(20%)	1(10%)	1(10%)	1(10%)
c). There was a well-structured work plan for the project	9(90%)	1(10%)	0(0%)	0(0%)	0(0%)
d) There was engagement of stakeholders in the project	5(50%)	3(30%)	1(10%)	1(10%)	0(0%)

Key: SA-Strongly agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly disagree

Table 5 show that 8(80%) of the Engineers strongly agreed (SA) with the statement that stakeholders were properly identified. Six Engineers (60%) strongly agreed that the set objectives were achievable. Nine (90%) of the Engineers agreed that there was a well-structured work plan for the project. Also shown was that 5(50%) of the Engineers, strongly agreed that there was engagement of stakeholders in the project.

Table 6: Road User's Responses on Stakeholder engagement and how it influences performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya. N=109

	SA	A	U	D	SD
STATEMENTS	(f) (%)	(f) (%)	(f) (%)	(f) (%)	(f) (%)
a). All stakeholders were properly identified	67(61%)	42(39%)	0(0%)	0(0%)	0(0%)
b). The set objectives were achievable	49(45%)	32(29%)	10(9%)	18(17%)	0(0%)
c). There was a well-structured work plan for the project	89(82%)	20(18%)	0(0%)	0(0%)	0(0%)
d) There was engagement of stakeholders in the project	79(72%)	12(11%)	10(9%)	8(7%)	0(0%)

Key: SA-Strongly agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly disagree

Table 6 shows that 67(61%) of the respondents strongly agreed with the statement that stakeholders were properly identified. Again, it was noted that 49(45%) of the respondents pointed out that the set objectives were achieved. Eight-nine (82%) of Road Users were of the opinion that there was a well-structured work plan for the project. Seventy-nine (72%) of Road User's said There was engagement of stakeholders in the project

Table 7: Road Laborer's Responses on Stakeholder engagement and how it influences performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya. N=55

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

	SA	A	U	D	SD
STATEMENTS	(f) (%)	(f) (%)	(f) (%)	(f) (%)	(f) (%)
a). All stakeholders were properly identified	33(60%)	22(40%)	0(0%)	0(0%)	0(0%)
b). The set objectives were achievable	19(35%)	12(22%)	15(27%)	9(16%)	0(0%)
c). There was a well-structured work plan for the project	39(70%)	16(30%)	0(0%)	0(0%)	0(0%)
d) There was engagement of stakeholders in the project	27(49%)	20(36%)	5(10%)	3(5%)	0(0%)

Key: SA-Strongly agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly disagree

Table 7 shows that 33(60%) of the respondents strongly agreed with the statement that stakeholders were properly identified. Again, it was noted that 19(35%) of the respondents pointed out that the set objectives were achieved. Thirty-nine (70%) of Road Laborers were of the opinion that there was a well-structured work plan for the project. Twenty-seven (49%) of Road Laborer's said There was engagement of stakeholders in the project. From the interview finding the contractors acknowledged that stakeholders' engagement play a significant role in influencing performance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya. According to the study, project managers should increase stakeholder involvement at the project initiation stage and improve stakeholder mapping and stakeholder analysis tools because these things have an impact on project management. According to the study, project managers always have a vision of public projects succeeding, and one of the key aspects is stakeholder involvement; as a result, they must be involved in the project's identification. The findings showed that the project's success was largely due to the stakeholders' participation at its inception. The study suggested that beneficiaries should be involved in the decision-making process for project identification as well as suitable skills and funding being allocated to the initiatives.

Data collection for participatory monitoring and evaluation process and how it influences performance of Mtwapa-Kilifi Road construction project in Kilifi County, Kenya.

Engineers, Road User's and Road Laborers were asked to give their opinion regarding statement that Data collection for participatory monitoring and evaluation process and how it influence performance of Mtwapa-Kilifi Road construction project in Kilifi County, Kenya. Their responses are as shown in table 8, 9 and 10

Table 8: Engineers Responses on Data collection for participatory monitoring and evaluation process and how it influences performance of Mtwapa-Kilifi Road construction project in Kilifi County, Kenya.. N=10

	SA	A	U	D	SD
STATEMENTS	(f) (%)	(f) (%)	(f) (%)	(f) (%)	(f) (%)
a). Data collection tools were well identified	0(0%)	0(0%)	1(0%)	3(30%)	6(60%)
b). The data collection methods were properly identified	4(40%)	3(30%)	2(20%)	1(10%)	0(0%)
c). The data collection timelines were adequate	1(10%)	1(10%)	0(0%)	8(80%)	0(0%)
d) The data collection times were met	7(70%)	2(20%)	1(10%)	0(0%)	0(0%)

Key: SA-Strongly agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly disagree

Table 8 shows that 6(60%) of the Engineers strongly disagreed that data collection tools were well

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

identified. Four (40%) strongly agreed that the data collection methods were properly identified. Eight (80%) of Engineers disagreed that data collection timelines were adequate while seven (70%) agreed that data collection times were met

Table 9: Road User's Responses on Data collection for participatory monitoring and evaluation process and how it influences performance of Mtwapa-Kilifi Road construction project in Kilifi County, Kenya. N=109

	SA	A	U	D	SD
STATEMENTS	(f) (%)	(f) (%)	(f) (%)	(f) (%)	(f) (%)
a). Data collection tools were well identified	75(69%)	20(18%)	14(13%)	0(0%)	0(0%)
b). The data collection methods were properly identified	64(40%)	33(30%)	8(20%)	4(10%)	0(0%)
c). The data collection timelines were adequate	9(8%)	28(26%)	0(0%)	72(66%)	0(0%)
d) The data collection times were met	67(70%)	42(20%)	0(0%)	0(0%)	0(0)

Key: SA-Strongly agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly disagree

Table 9 shows that 75(69%) of the Road User's strongly agreed that data collection tools were well identified. Sixty-four (40%) strongly agreed that data collection methods were properly identified. Nine (8%) of Road User's strongly agreed that data collection timelines were adequate while sixty-seven (70%) strongly agreed that data collection times were met

Table 10: Road Laborer's Responses on Data collection for participatory monitoring and evaluation process and how it influences performance of Mtwapa-Kilifi Road construction project in Kilifi County, Kenya. N=55

	SA	A	U	D	SD
STATEMENTS	(f) (%)	(f) (%)	(f) (%)	(f) (%)	(f) (%)
a). Data collection tools were well identified	25(45%)	15(27%)	8(15%)	7(13%)	0(0%)
b). The data collection methods were properly identified	34(62%)	13(24%)	8(14%)	0(0%)	0(0%)
c). The data collection timelines were adequate	19(35%)	28(51%)	8(15%)	0(0%)	0(0%)
d) The data collection times were met	27(49%)	22(40%)	6(11%)	0(0%)	0(0)

Table 10 shows that 25(45%) of the Road Laborer's strongly agreed that data collection tools were well identified. thirty-four (62%) strongly agreed that data collection methods were properly identified. Nineteen (35%) of Road Laborer's strongly agreed that data collection timelines were adequate while twenty-seven (49%) strongly agreed that data collection times were met. From the interview finding the contractors acknowledged that proper data collection processes play a significant role in influencingperformance of Mtwapa–Kilifi Road construction project in Kilifi County, Kenya. According to the study, gathering data during project planning had a favorable impact on the project's performance and led to satisfaction. The study advised project managers to incorporate data collecting into project planning, and other performance metrics including cost, time, and sustainability should constantly be taken into account.

CONCLUSION AND RECOMMENDATION

On data collection processes, the study concluded that it plays essential part in implementation of road

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

projects in Kilifi County. A strong positive link between data collection processes and project implementation suggests that data collection processes and techniques plays a significant role in implementation of road projects in Kilifi County. The study also concluded that adhering to data collection practices in project implementation would contribute to project success. Projects may fail due to poor data collection processes by management. This confirms earlier observations by previous scholars who showed that there is a positive and significant relationship between data collection practices and project performance, and that data collection practices should form part of integral part of organizational strategy in project implementation.

On stakeholder's participation, the study concluded that stakeholder's participation has great impact in project implementation of road projects in Kilifi County. In support of this, it can be noted that efficient management of stakeholders minimizes uncertainties posed by stakeholders on projects scope, cost, time, quality and objectives. It was also concluded that success of project implementation is hinged efficient management of stakeholders.

Based on the findings and the subsequent analysis from the study, it was established that proper data collection processes and stakeholder's participation have great effect on project implementation in Kilifi County. Based on study findings, the following recommendations on project implementation are imperative:

It emerged that to achieve successful project implementation it requires proper coordination among project participants, provision of leadership skills, monitoring and feedback by the participants, and better decision-making. The study recommends that staff and all stakeholders should be motivated to have the right attitude to enable them to cope with project implementation challenges.

REFERENCES

1. Gakure, R. W., Kimutai, S. K., Kibet, K. M., & Odek, K. O. (2021). Performance of Mtwapa Kilifi Road construction project: A case study of Kenya. International Journal of Engineering Research & Technology, 10(4), 1439-1444.
2. Wang, Y., & Sun, Y. (2020). The content and structure analysis of performance evaluation report for infrastructure project. In 2020 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM) (pp. 682-686). IEEE.
3. Aduda, E., Ritho, C. N., & Ondieki, A. (2019). Stakeholder engagement and its influence on sustainability of infrastructure projects in developing countries: a case study of Konza Technopolis Infrastructure Development. Journal of Construction in Developing Countries, 24(2), 19-38.
4. African Development Bank. (2021). Handbook on stakeholder engagement for infrastructure Projects. Retrieved from https://www.afdb.org/sites/default/files/documents/publications/handbook-on-stakeholderengagement-for-infrastructure-projects 0.pdf
5. Ngugi, J. K., & Ngugi, R. K. (2019). Effects of stakeholder engagement on infrastructure development projects in Kenya: a case of Thwake Multi-Purpose Dam Project. International Journalof Engineering Research & Technology, 8(2), 194-201.
6. Ouma, M. O., Owuor, G., & Were, A. (2019). Project implementation challenges and their impact on the completion of the Mtwapa-Kilifi Road construction project. International Journal of Construction Engineering and Management, 8(4), 123-133.
7. Maundu, J. M., Gitonga, A., & Ngugi, S. K. (2017). The impact of Mtwapa-Kilifi Road improvement on tourism industry in Kilifi County. International Journal of Humanities and Social Science Research, 6(1), 1-10.
8. Mokoko, T. J., Mbuli, B. N., & De Wet, C. (2019). Participatory monitoring and evaluation: A critical tool for project effectiveness and sustainability. Journal of Developmental Entrepreneurship, 24(4), 1-15.

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XI Issue IV April 2024

9. Abrams L, Palmer, & Hart, T (1998); Sustainability Management Guidelines: Pretoria: Department of Water Affairs and Forestry.
10. Adekeye & Nivi (2012); Grassroots Participation in Decision-Making Process and Development programmes in Nigeria; Journal of Sustainable, Development Published by Canadian Center of Science and Education
11. Babbie, Earl (2003); Survey Research Methods. Belmont, California: Wadsworth PublishingCompany.
12. Brink H. 1996; Fundamentals of Research Methodology for Health Care Professionals Cape Town: Juta Company
13. Bryman, A. (2007). Barriers to integrating Quantitative and qualitative research. Journal of Mixed Methods Research
14. Cooke B and Kothari U, (2001), Participation: The new Tyranny? Zed Books New York
15. Guijt, I. (1999). Participatory monitoring and evaluation for natural resource management andresearch. Socio-economic Methodologies for Natural Resources Research. Chatham, UK: Natural Resources Institute
16. Gyorko T. (2003): Monitoring and Evaluation of large-scale Helminth control programmes. Acta Tropic, 86(2): 275 – 282.
17. Hailey and Sorgenfrei (2004); Measuring success. Issues in Performance Measurement, Occasional Papers Series No. 44, INTRAC