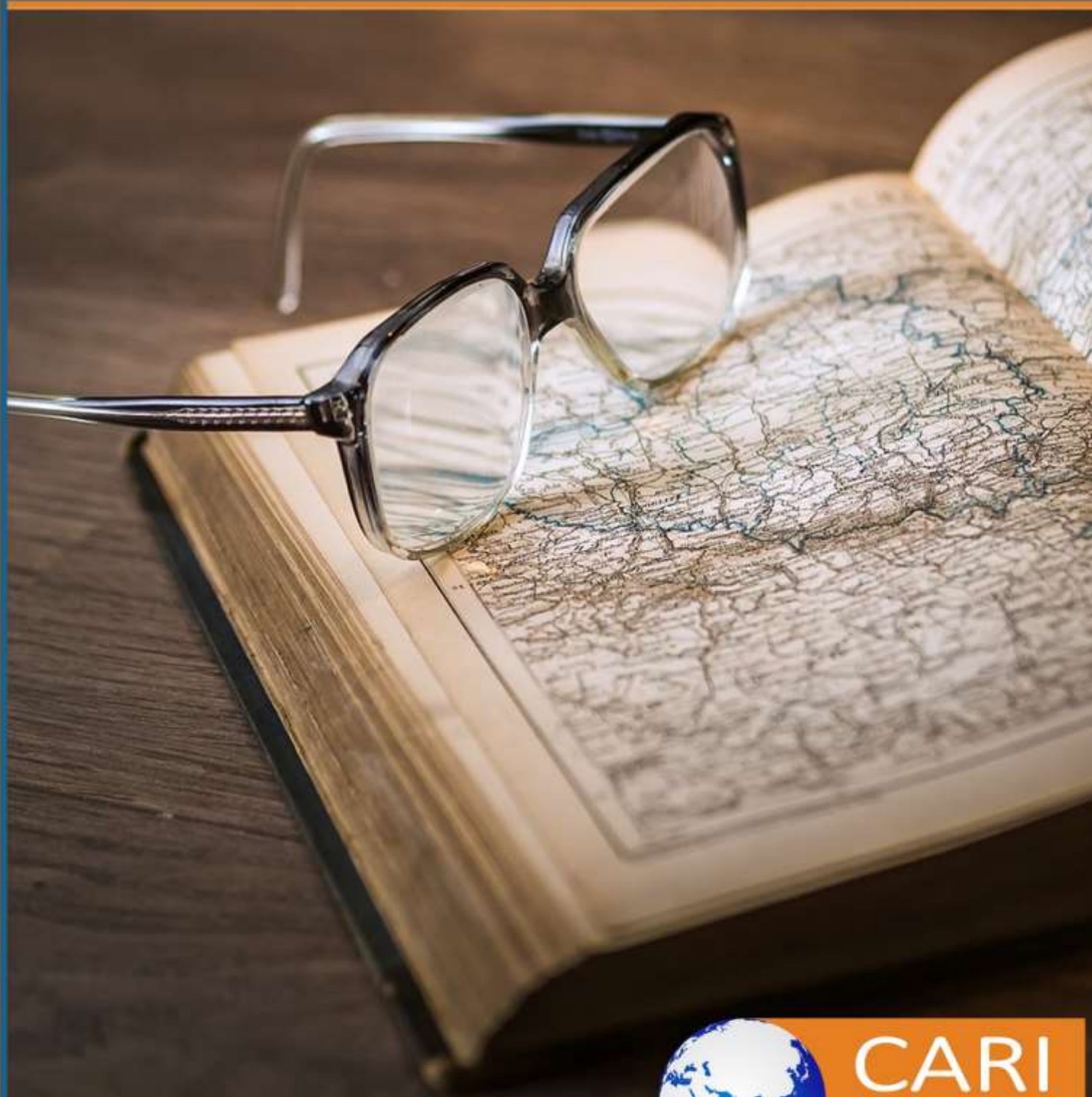


International Journal of Humanity and Social Sciences

(IJHSS) Monitoring and Evaluation Tools, Stakeholder Involvement and
Implementation of Digital Data Systems in the Public Service in Kenya



CARI
Journals

Monitoring and Evaluation Tools, Stakeholder Involvement and Implementation of Digital Data Systems in the Public Service in Kenya

 **Dickson Asanyo Anyona^{1*}, Prof Dorothy Ndunge Kyalo², Dr. John Ouru Nyaegah³, Dr. Mary Nyawira Mwenda⁴.**

¹PhD Candidate Department of Management Science & Project Planning, University of Nairobi

²Senior Lecturer, Department of Educational Management, Policy & Curriculum Studies, University of Nairobi

³Senior Lecturer, Department of Educational Management, Policy & Curriculum Studies, University of Nairobi & Senate Rep'

⁴Lecturer, Department of Management Science & Project Planning, University of Nairobi

<https://orcid.org/0000-0001-5711-0399>

Accepted: 4th September, 2026, Received in Revised Form: 20th September, 2026, Published: 4th October, 2026

ABSTRACT

Purpose: The purpose of this study was to examine the role of monitoring and evaluation tools and stakeholder involvement in the implementation and sustainability of digital data systems in the public service in Kenya.

Methodology: The study adopted a literature-based approach to examine existing knowledge on participatory monitoring and evaluation, digital data systems, stakeholder engagement, and project sustainability in the public service. The theoretical framework was guided by the stakeholder participation theories of Arnstein (1969), Burns, Hambleton and Hoggett (1994), and Wilcox (2003).

Findings: The study found that effective stakeholder involvement in monitoring and evaluation enhances ownership, accountability, transparency, capacity development, service delivery, and project sustainability. The use of digital technologies facilitates timely data collection, information sharing, performance tracking, feedback, and evidence-based decision-making. However, effective implementation and sustainability may be constrained by inadequate resources, limited technical skills, poor institutional support, resistance to technological change, corruption, political interference, poor data quality, and weak monitoring structures.

Unique Contribution to Theory, Practice and Policy: The study concludes that integrating appropriate monitoring and evaluation tools with meaningful stakeholder participation and effective digital data systems can strengthen project performance and sustainability in the Kenyan public service. It recommends continuous stakeholder training, inclusive participation throughout the project cycle, regular feedback mechanisms, improved monitoring and evaluation systems, enhanced technical and institutional capacity, and stronger government and institutional support for sustainable digital transformation.

Keywords: *Monitoring and Evaluation, Stakeholder Involvement, Digital Data Systems, Public Service, Project Sustainability, Stakeholder Participation.*

INTRODUCTION

Monitoring and evaluation (M&E) tools are essential for promoting stakeholder participation in establishing project results, developing performance indicators, measuring achievements, identifying implementation challenges, and formulating solutions that address beneficiaries' needs. Effective M&E requires a participatory and context-specific approach that enables stakeholders to contribute their knowledge, experiences, priorities, and feedback throughout the project cycle (OECD, 2021). In the public service, government institutions have an important responsibility to establish policies, systems, and governance structures that support stakeholder participation in planning, decision-making, implementation, monitoring, and accountability. Meaningful stakeholder engagement can improve project relevance, effectiveness, ownership, transparency, accountability, and sustainability by ensuring that interventions reflect the needs and priorities of intended beneficiaries (OECD, 2021).

Stakeholder involvement therefore entails continuous engagement of relevant actors in needs assessment, planning, implementation, monitoring, evaluation, feedback, and decision-making. Such participation helps ensure that projects achieve intended outcomes, address community needs, and sustain their benefits over time. Although there is no commonly agreed definition of involvement, the world Bank (2010) indicates that it is a process through which stakeholders at various levels engage in monitoring or evaluation a particular project or policy, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions. Collins (1996) indicated that empowerment of beneficiaries and stakeholders can help to sustain a project beyond the expected periods due to enhanced capacities and ensure an increased level of stakeholder interest in project management. In addition, enhancing stakeholders perceived ownership especially; beneficiaries can often be directly linked to improved maintenance of the project and therefore further contributes to its sustainability in the long term.

The continuous improvement and refinement of digital data services can be viewed as a sequence of digital transformation in government, based on the qualitative changes in the focus of services offered. Various trends are impacting on the field of monitoring and evaluation in the area of Public Service Development. Resources have become even more scarce while expectations for what development assistance should achieve are growing. The search for more efficient systems to measure impact is on the Government is also working to improve its own capacities for monitoring and evaluation using relevant tools, stakeholder involvement and demand is rising from National and community-based organizations for meaningful participation in the evaluation process as well as for greater voice and more accountability from both aid and development agencies and government (Janowski, 2015)

Digital data systems are playing a role in enabling wider sharing and discussion of evaluative knowledge which, in turn, helps stakeholders to avoid repeating mistakes and failures. It also allows dissemination of evaluative knowledge to a wide audience, outside of boardrooms and program teams, in order to stimulate a broad discussion and learning. New technologies are

being used to facilitate training of developing country evaluators, helping to build capacity and knowledge that will enable local wide evaluators and institutions to play stronger roles in the monitoring and evaluation process in their own countries (Rodin and MacPherson, 2012).

Monitoring and evaluation tools continuously keep track of the status of the system in use, in order to have the earliest warning of failures, defects or problems and to improve them. Stakeholders' involvement allows taking part in joint analysis, designing action plans, and strengthening local institutions. The implementation of digital data systems in the public service should be viewed as a right and not a mere means to attain project goals. It involves interdisciplinary methodologies that adopt multiple perspectives, systematic, and structured learning approaches to produce positive and empowering stakeholders which improve performance in the public service.

The institute of development studies (1998) noted that providing stakeholders the chance to participate in monitoring and evaluation using relevant monitoring and evaluation tools becomes an opportunity for development organizations to focus better on their goals of improving poor people's lives and broadening involvement in identifying change of which a clear picture can be gained basing on the actual ground. This can also be an empowering process since the skills of the people in charge are developed and show that their views count. Nyaguthii and Oyugi (2013) stated that involving stakeholders in monitoring of projects would increase the level of satisfaction for the beneficiaries. Hilhorst and Guijt (2006), pointed out that access to complete project information provides with a sound basis to voice their concerns and needs, which can be incorporated into project activities. Moreover, wide public dissemination helps to place control in the hands of stakeholders and mitigates risks of manipulation by the other actors and once the project has begun it is important to ensure that the stakeholders who are in this case the communities stay informed, receive feedback on progress at different stages and therefore monitoring and evaluation tools enhanced good governance with increased accountability, responsiveness to the needs of the citizens and level of transparency.

As a result, many projects today have been introduced to involvement approaches so as to bring the different voices of the people into the development approaches as active participants rather than passive observers. When stakeholders become active participants the project monitoring and evaluation process, they add an intrinsic value by holding duty bearers accountable for their omissions and commissions.

BACKGROUND OF THE PROBLEM

Justify using statistics Ideally, digital data systems in Kenya's public service should be implemented through meaningful stakeholder participation, effective monitoring and evaluation (M&E), continuous capacity building, interoperable systems, and reliable feedback mechanisms. Such approaches are expected to strengthen accountability, evidence-based decision-making, service delivery, and the long-term sustainability of digital transformation initiatives. The growing expansion of digital government services makes these

requirements increasingly important. By 2026, Kenya's eCitizen platform had expanded to more than 22,000 government services, illustrating the increasing reliance on digital systems in public service delivery. However, challenges related to fragmented information systems, inadequate data-management capacity, inconsistent standards, limited digital skills, and insufficient public awareness and trust continue to affect the effectiveness and sustainability of digital initiatives. The Kenyan Government has recognized the need to strengthen data governance, institutional capacity, stakeholder engagement, and coordination to address emerging challenges associated with the management and use of digital data.

These challenges affect government institutions, employees, development partners, citizens, and other service users who require accessible, reliable, transparent, and responsive public services. Although existing studies have examined digitalization, stakeholder participation, and data interoperability, limited empirical evidence explains how M&E tools and stakeholder involvement jointly contribute to the implementation and sustainability of digital data systems in Kenya's public service. Furthermore, global evidence indicates that citizen engagement remains a challenge within GovTech, particularly regarding open-data initiatives and meaningful public interaction (World Bank, 2025). This study therefore seeks to address this gap by examining how stakeholder involvement through M&E tools influences digital data system implementation and sustainability, while considering the institutional, technical, and governance factors that facilitate or constrain sustainable digital transformation in Kenya's public service.

RESEARCH METHODOLOGICAL

This study adopted a systematic literature review guided by the PRISMA 2020 framework to examine stakeholder involvement, monitoring and evaluation (M&E), data governance, interoperability, institutional capacity, and sustainability of digital data systems in Kenya's public service (Page et al., 2021). Literature published primarily between 2019 and 2026 was searched using keywords and Boolean operators covering digital government, e-government, GovTech, stakeholder engagement, M&E, data governance, interoperability, and digital transformation. Peer-reviewed studies and relevant government, World Bank, and institutional reports were considered. Studies were included if they addressed public-sector digital systems, relevant study concepts, and provided sufficient methodological or empirical information. Publications unrelated to public services, duplicate studies, opinion materials, and sources lacking adequate evidence were excluded. The selection process involved identification, screening, eligibility assessment, and final inclusion. Data were systematically extracted and thematically synthesized through coding, categorization, and comparison of recurring patterns. The analysis generated themes concerning stakeholder participation, M&E, institutional capacity, interoperability, governance, and sustainability, thereby identifying gaps in existing evidence.

REVIEW OF RELATED LITERATURE

Gichaiya and Njeru (2016) conceptualized the implementation of wireless network projects within the Information and Communication Technology (ICT) context as a process involving the operationalization of new systems, making necessary adjustments, and ensuring that intended project objectives are achieved. Their study examined the influence of monitoring and evaluation (M&E) tools on the implementation of wireless network projects in institutions of higher learning, with particular reference to Jomo Kenyatta University of Agriculture and Technology (JKUAT). Although ICT infrastructure projects provide important technological solutions to institutions of higher learning, their implementation has often placed greater emphasis on technological advancement while giving limited attention to M&E mechanisms that support effective management of implementation processes and structures (Mouna & Jean, 2014). This imbalance may contribute to delays, incomplete implementation, and failure to fully realize the intended benefits of ICT infrastructure projects (Gichaiya & Njeru, 2016).

Gichaiya and Njeru (2016) found that monitoring and evaluation (M&E) played a significant role in the implementation of wireless network projects in institutions of higher learning in Kenya. The study established that effective M&E contributed to timely project implementation, improved network and internet connectivity, and enhanced the likelihood of achieving intended project outcomes. The findings further indicated that institutions could derive greater benefits from wireless network projects when appropriate M&E tools, including continuous monitoring, evaluation, and audit follow-ups, were incorporated throughout the project cycle. The study reported a statistically significant positive relationship between M&E and project implementation, suggesting that systematic tracking of project progress and adherence to quality standards can support successful implementation. The authors recommended further investigation of other institutional and project-related factors that may influence the implementation and sustainability of wireless network projects in higher education institutions (Gichaiya & Njeru, 2016).

According to Kumara (2010), the concept of training and development and many current approaches to Monitoring and evaluation are able to address the changing structure of development assistance and the increasingly complex environment in which it operates. Operational challenges (for example, limited time, insufficient resources and poor data quality) as well as methodological challenges that impact on stakeholder involvement, the quality and timeliness of evaluation exercises have yet to be fully overcome. A number of challenges and risks need to be kept in mind when it comes to planning for and implementing information and communication technologies enabled monitoring and evaluation, in terms of both evaluative approaches and capacities.

Another trend, happening in parallel to these technological changes in the international monitoring and evaluation space, is the explosive growth of mobile phones and other information and communication technologies at all levels of society around the globe.

Greater access to digital devices, especially the mobile phone, is changing how people access information, how they communicate, and how they engage with services and each other. Increasing attention to and sophistication of digital tools is permeating the sphere of development as well. New tools and approaches are rapidly making their way into the area of monitoring and evaluation, yet many monitoring and evaluation practitioners have not explored their potential (Haushofer, 2013).

Fishenden and Thompson (2012) argue that the implementation of digital data systems through internet-based and online technologies has transformed traditional patterns of work, communication, learning, and social interaction. These technological developments have significant implications for public-sector institutions because they require governments to adapt their organizational structures, service-delivery approaches, and relationships with citizens, communities, institutions, businesses, and other governments. The widespread availability of digital technologies has also increased citizens' expectations regarding the accessibility, efficiency, responsiveness, and quality of public services. In response, governments have increasingly invested in information technology to develop new mechanisms for engaging citizens, improving service delivery, streamlining administrative processes, enhancing institutional efficiency, and strengthening democratic participation. Consequently, digital transformation has become an important component of public-sector reform and the modernization of government services (Fishenden & Thompson, 2012).

The paper offers a broad overview of how monitoring and evaluation tools, stakeholder involvement and implementation of digital data systems are being used to help bring M&E up to speed with the changing external environment and ways that they are helping to address operational and methodological challenges. Based on an examination of the available tools; in-depth discussions with development, technology and evaluation practitioners; and interviews with development and evaluation experts from a range of disciplines who are working to find new ways to measure progress and impact qualitatively and quantitatively and to learn and improve practices.

According to Kumara (2010), the concept of monitoring and evaluation tools, stakeholder involvement and implementation of digital data systems is quite new and many current approaches to Monitoring and evaluation are unable to address the changing structure of development assistance and the increasingly complex environment in which it operates. Operational challenges (for example, limited time, insufficient resources and poor data quality) as well as methodological challenges that impact on stakeholder involvement, the quality and timeliness of evaluation exercises have yet to be fully overcome. A number of challenges and risks need to be kept in mind when it comes to planning for and implementing information and communication technologies enabled monitoring and evaluation, in terms of both evaluative approaches and capacities.

Another trend, happening in parallel to these technological changes in the international monitoring and evaluation space, is the explosive growth of mobile phones and other

information and communication technologies at all levels of society around the globe. Greater access to digital devices, especially the mobile phone, is changing how people access information, how they communicate, and how they engage with services and each other. Increasing attention to and sophistication of digital tools is permeating the sphere of development as well. New tools and approaches are rapidly making their way into the area of monitoring and evaluation, yet many monitoring and evaluation practitioners have not explored their potential (Haushofer, 2013).

According to Fishenden & Thompson, (2012), in this modern era, Internet and online system through the government regulations is changing our total system in terms of habitual way of working, communication, learning and interaction. These changes due to online system should reflect the way government functions towards public services in terms of the organization of the government, its relationship with its citizens, society, groups, institutions and businesses, and cooperation with other governments. Also, the increasing generalization of technology open to citizens and organizations lead to expectations and hassle on government. At the same time, governments are also like to be proactive in this domain and planning many new ways of interacting, improving public services, optimizing processes, procedures and revitalizing democracy by spending amount on Information Technology (IT).

Monitoring and evaluation tools, stakeholder involvement and implementation of digital data systems are being used to help bring monitoring and evaluation up to speed with the changing external environment and ways that they are helping to address operational and methodological challenges. Based on an examination of the available tools; in-depth discussions with development, technology and evaluation practitioners; and interviews with development and evaluation experts from a range of disciplines who are working to find new ways to measure progress and impact qualitatively and quantitatively and to learn and improve practices, the paper offers a snapshot of a wide range of ways that information and communication technologies are being integrated into monitoring and evaluation.

THEORETICAL FRAMEWORK

The theoretical framework of Wilcox (2003) shows that the individual who controls a decision-making process is a pivotal element for consideration during the initiation of involvement. He indicated that different levels of stakeholder involvement are deemed appropriate in different circumstances. He proposed a five-rung ladder of participation including information, deciding together, consultation, acting together and supporting independent community interests. Involvement of stakeholders and implementation of digital data systems in the public service can be effective when each of the key stakeholders are satisfied with the level of involvement using the best and relevant monitoring and evaluation tools.

Burns, Hambleton and Hoggett (1994) presented a modification of Arnstein's ladder of participation. The proposed ladder of citizen power making it more elaborate than Arnstein's ladder, with a further, more qualitative breakdown of some of the different levels which they

aim to make relevant to local governments in general. The ladder shows that there are meaningful types of participation involving some transfer of power from authorities to citizens, allowing them to then gain influence in the decision-making process.

The study was based on Arnstein's (1969) theory of monitoring and evaluation tools in the digital world. Arnstein proposed a ladder of stakeholder involvement through participation. He stated that stakeholder involvement and participation in community activities is influenced by a number of factors which include centre of power, Issues of process and capacity, leadership, attitude that the participants have towards the project. Arnstein states that in particular, there has been a shift towards understanding involvement of stakeholders in terms of the participation of individuals and communities. This has stemmed from the growing prominence of the idea of the citizen as consumer, where choice among alternatives is seen as a means of access to power. Under this model, Stakeholders are expected to be responsible for themselves and should, therefore, be active in decision-making.

Stakeholders' involvement focuses on service delivery, information dissemination, behaviour change while monitoring and evaluation using relevant tools focuses on the results and processes. To yield the intended outcomes, it must involve stakeholder inclusion, collaboration, collective action, and mutual respect. It must encourage dialogue a grassroots level and move the public service institutions from the position of passive beneficiaries to active participants with the opportunity to influence the project activities based on their needs and analysis. Critical dimensions of monitoring and evaluation tools and active involvement of stakeholders enables them to reflect, analyze, propose solutions, take action and to learn, adjust through corrective action to ensure the achievement of results such as adding or deleting activities or changing one's strategies to celebrate and build on what is working.

The emphasis on the implementation of digital data systems in the public service using monitoring and evaluation tools to achieve the best in every project is paramount and needs to factor involvement of key project stakeholders for effective and better results, strengthen the capacity and awareness of the participating stakeholders and improve on performance and sustainability of projects.

Kusek and Rist (2004) argued that monitoring and evaluation tools promotes greater transparency and accountability within organizations and governments and beneficial spill over effects may also occur from shining a light on results where external and internal stakeholders will have a clear sense of the status of the project.

The theories of Participation (Involvement) by Arnstein (1969), Burnset al. (1994) and Wilcox (2003) were thus the theoretical underpinnings of this study. The study sought to assess the level of participation of stakeholders using appropriate monitoring and evaluation tools in implementation of digital data systems in the public service. The monitoring and evaluation tools and ladder model are considered to be very useful in determining the level of involvement by stakeholders of monitoring and evaluation and implementation processes of digital data systems.

CONCEPTUAL FRAMEWORK

The framework in figure 1 which has been conceptualized for the analysis of variables show that the implementation of digital data systems in the public service plays a key role in the Kenya economy in adopting involvement approaches of stakeholders to development. The figure further shows that education levels, monitoring and evaluation tools, training and development and government regulations plays key project management strategies of the local government systems. This was regarded as a means of devolving power to the people in order to enhance democracy, accountability, stakeholder involvement and improve service delivery and at the community level. Assembly of stakeholders with very high interest in development of thoughts and ideas makes it possible to access information about the project deliverables and capture ways that enable active engagement through community leaders. To ensure community interests in promoting development and also to ensure community ownership of the project through planning, monitoring and evaluation processes. A concept is a thought conceived in the mind which is viewed to be a generalized idea that connects a set of fact together because they share a relationship to one another. According to Miles and Huber man (1994), a conceptual framework explains, either graphically or diagrammatically or even in narrative form. A conceptual framework is tentative theory that states what the researcher thinks is going on between the variables or concept of the study. Conceptual frame work critically highlights the relationship that exists between the variables of the study

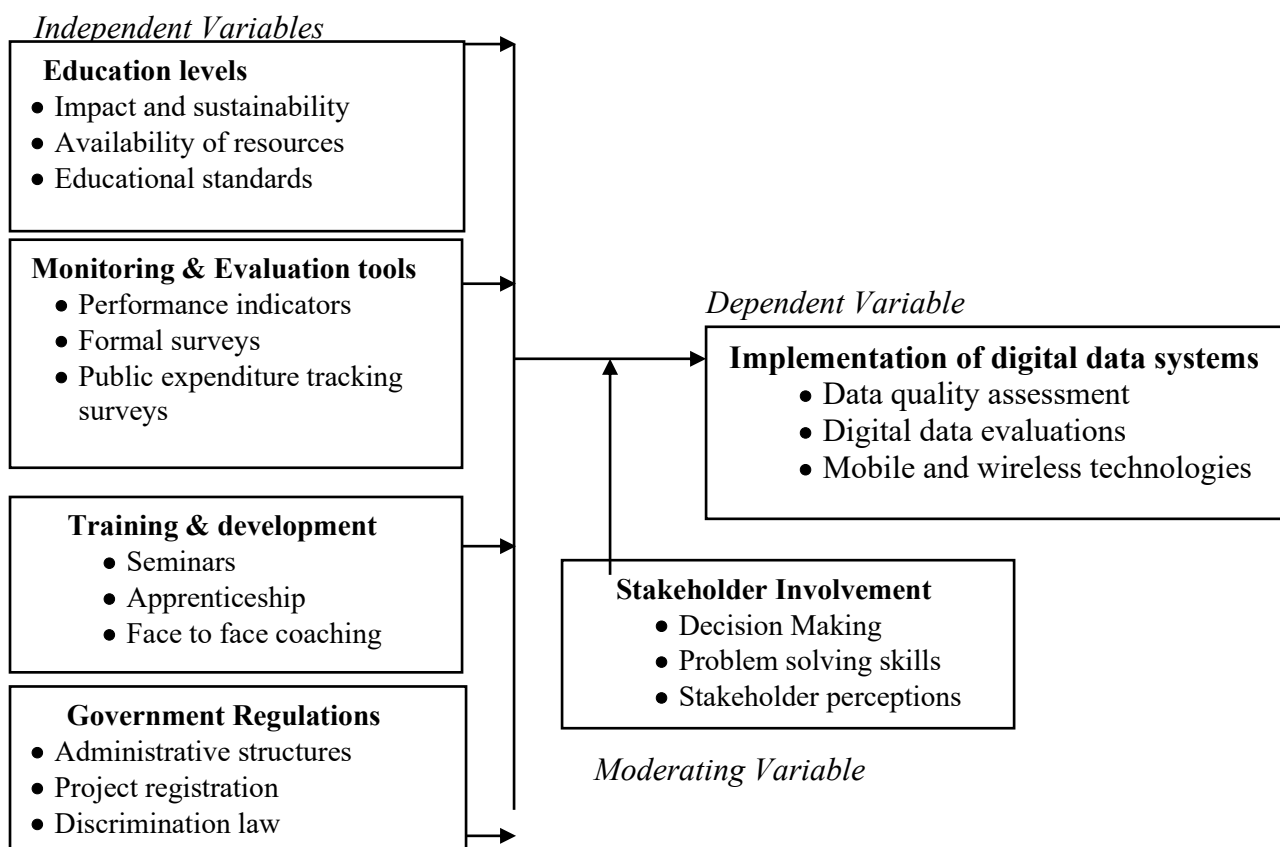


Figure 1: Conceptual Framework

SUMMARY OF LITERATURE REVIEW

The reviewed literature of monitoring and evaluation tools, stakeholder involvement and implementation of digital data systems in the public service in Kenya and made the following findings.

The literature indicates that effective monitoring and evaluation (M&E) is an important determinant of successful implementation of digital and ICT projects. Gichaiya and Njeru (2016) established that appropriate M&E tools facilitate timely implementation, improve project performance, and increase the likelihood of achieving intended outcomes. Continuous monitoring, evaluation, and audit follow-up enable institutions to identify implementation gaps and undertake corrective measures. However, the literature also shows that M&E is sometimes given less attention than technological components, which may contribute to delayed or incomplete project implementation (Gichaiya & Njeru, 2016). This suggests that M&E should be integrated throughout the project life cycle rather than treated as an activity conducted only after implementation.

A second theme concerns the importance of stakeholder involvement in the implementation and evaluation of digital data systems. The reviewed literature suggests that effective M&E requires the participation of relevant stakeholders, including project managers, employees, beneficiaries, technical personnel, and other users of digital systems. However, limited resources, inadequate time, poor-quality data, and methodological constraints can affect the extent and quality of stakeholder participation (Kumara, 2010). Meaningful involvement enables stakeholders to provide feedback, identify implementation challenges, and contribute to decisions aimed at improving project performance. Thus, stakeholder participation is closely connected to the effectiveness of M&E and the sustainability of digital initiatives.

The literature further demonstrates that digital technologies have significantly transformed how information is collected, communicated, monitored, and used in public-sector institutions. Fishenden and Thompson (2012) observed that internet-based systems have changed traditional approaches to working, communication, learning, and interaction, thereby creating new expectations for government service delivery. Similarly, the increasing availability of mobile phones and other ICT tools has expanded opportunities for collecting and sharing information and engaging users in M&E processes (Haushofer, 2013). Digital data systems can therefore enhance the timeliness, accessibility, and efficiency of information used for decision-making, although their effectiveness depends on appropriate institutional and technological arrangements.

Finally, the literature highlights institutional capacity as a critical factor influencing the sustainability of digital data systems and M&E practices. The adoption of digital tools requires adequate technical skills, financial resources, reliable data, appropriate infrastructure, and institutional capacity to manage and utilize digital information effectively. Kumara (2010) notes that insufficient resources, poor data quality, and limited methodological capacity remain important challenges in ICT-enabled M&E. Therefore,

technological investment alone may not guarantee sustainable implementation. Institutions require continuous capacity building, effective governance structures, stakeholder engagement, and mechanisms for learning and improvement.

Overall, the reviewed literature demonstrates that M&E, stakeholder involvement, digital technology, and institutional capacity are interrelated rather than independent factors. Effective M&E provides information for assessing implementation progress, stakeholder participation strengthens feedback and accountability, digital systems facilitate timely data generation and communication, while institutional capacity supports the continued use and sustainability of these systems. These relationships provide a basis for examining how stakeholder involvement through M&E tools influences the implementation and sustainability of digital data systems in Kenya's public service

CONCLUSIONS AND RECOMMENDATIONS.

CONCLUSIONS.

The study concludes that effective monitoring and evaluation (M&E), combined with meaningful stakeholder involvement, is critical to improving the implementation and sustainability of digital data systems in public service. Stakeholders should receive adequate information, training, and institutional support to sustain project benefits beyond project completion. Involving relevant government departments throughout the project cycle can strengthen ownership and provide the administrative and financial support necessary for continuity. The findings further indicate that ICT can help address challenges such as corruption, political interference, poor resource allocation, resistance to change, weak support structures, inadequate M&E, and poor data quality. However, successful digital transformation requires appropriate infrastructure, security, software, networks, skilled personnel, and effective governance arrangements. Emerging technologies can enhance service accessibility, efficiency, accountability, and cost-effectiveness through integrated and on-demand digital platforms. Therefore, institutional preparedness, continuous capacity building, stakeholder participation, and effective M&E are essential for achieving sustainable digital public-service delivery and maximizing the benefits of technological innovation.

RECOMMENDATIONS

The study recommends that government institutions, NGOs, and development agencies strengthen stakeholder participation from project design through implementation, monitoring, and evaluation to enhance sustainability of digital data systems in public service. Stakeholders and beneficiaries should be adequately sensitized and trained on the purpose, use, management, and sustainability of digital systems to promote ownership and effective utilization. Particular attention should be given to the meaningful participation of women and youth in decision-making processes. Participatory approaches should guide project planning and implementation, while relevant M&E tools should be applied continuously to track progress, identify challenges, and inform corrective actions. Institutions should also strengthen stakeholder capacity through regular training, technical support, and knowledge

sharing. Continuous feedback mechanisms should be established to facilitate learning and improvement. Finally, performance monitoring should incorporate multi-level and participatory approaches that promote accountability, transparency, fairness, and effective decision-making, thereby strengthening the implementation, sustainability, and long-term benefits of digital data systems in the public service.

REFERENCES

- Armstrong, M. (2009), *Armstrong's Handbook of Human Resource Management*. 11th Edition. London: Kogan Page.
- Arnstein, S. R. (1969), *Ladder of citizen participation*. "The City Reader" Second Edition, Routledge Press. Arnstein Publishers, Vol. 35, No. 4, PP 216, 1-14.
- Bamberger, M. 2008. *Enhancing the utilization of evaluations for evidence-based policy-making*. In Segone, Marco. Bridging the gap: The role of monitoring and evaluation in evidence-based policy making. UNICEF, New York,
- Burns, D., Hambleton, R. and Hoggett, P. (1994). *Citizen Participation: Theory and Practice. The Politics of Decentralisation: Revitalising Local Democracy (153-179)*. London: The Macmillan Press Ltd, retrieved from <http://www.ourkidsnetwork.ca>, 16/07/2017.
- Cochrane, Allen. 2000, *Local government: Managerialism and modernization*. In *New managerialism, new welfare?* 4th Ed. John Clark, Sharon Gewirtz, and Eugene McLaughlin, 122–136. London: Sage.
- Cohen, J. (1988), *Statistical power analysis for the behavioral sciences*, 2nd Ed. Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers.
- Costa, A., Kottak, C. & R. Prado (1997), "*The Sociopolitical Context of Participatory Development in Northeastern Brazil*." Human Organization, vol. 56. No. 2, P.138-146.
- Coupal, F. (2001), *Results-based Participatory Monitoring and Evaluation, CIDA's Performance Review*. Ottawa, K2A 2A8, Canada: Mosaic Net International.
- Cronbach, L. J. & Shavelson, R. J. (2004) *My current thoughts on coefficient alpha and successor procedures*. *Educational and Psychological Measurement*, 64(3), 391–418.
- DFID (2002), *Making Connections: Infrastructure for Poverty Reduction*. London: Department of International Development.
- Devas, N. and Grant, U. (2003), *Local Government Decision-Making—Citizen Participation and Local Accountability: Some Evidence from Kenya and Uganda*, *Public Administrative Development*, 23 (307-316), PP.203-308.
- Dunleavy, Patrick, & Helen Margetts. 2010. The second wave of digital era governance. Paper presented at the American Political Science Association Conference, Washington, DC,
- Fishenden, J. & Thompson, M. (2012), *Digital Government, Open Architecture, and Innovation: Why Public Sector IT Will Never Be the Same Again*; London School of Economics and Political Science; Judge Business School, University of Cambridge.

- Gichaiya, W. & Njeru, A. (2016), Effect of Monitoring and Evaluation Tools on Implementation of Wireless Network Projects in Institutions of Higher Learning in Kenya: A Case Study of Jomo Kenyatta University of Agriculture and Technology Halls of Residence, Vol. 3, (4), PP 1344-1360,
- Hilhorst, T. and Guijt, I. (2006). Participatory Monitoring and Evaluation: A process to Support Governance and Empowerment at the Local Level. Amsterdam, Netherlands: World Bank, Royal Tropical Institute, PP. 1-60.
- James, Oliver, & Manning. 2007. Public management reform: A global perspective. *Politics* 16:143–9.
- Janowski, T. (2015) “Digital government evolution: From transformation to contextualization,” *Gov. Inf. Q.*, vol. 32, no. 3, PP. 221–236, Doi: 10.1016/j.giq.2015.07.001.
- Kumara, H. S. (2010), ICT Driven E-Governance Public Service Delivery Mechanism in Rural Areas: A Case of Rural Digital Services (NEMMADI) Project in Karnataka, India. *Journal of Computing and ICT Research*, Vol. 4, Issue 2, PP. 37-45.
- McNulty, Terry, & Ewan, (2004), Process transformation: Limitations to radical organizational change within public service organizations, *Organization Studies* 25:1389–1412.
- Mouna, J., & Jean, M. S. (2014), ICT acceptance: The case of CRM project, University of Poitiers.
- Mpabanga & Dorothy (2011), Performance Monitoring and Evaluation in Botswana’s Public Service: Achievements and Challenges In D, Greiling, A. Halachni & R. Schauer (Eds), 9th International Symposium on Public Sector Management, Johannes Kepler University, Linz, Trauner, Austria.
- Organization for Economic Co-operation and Development. (2021). Applying evaluation criteria thoughtfully. OECD Publishing. <https://doi.org/10.1787/543e84ed-en>
- Oreyo J., Munyua, C. & Olubandwa, A. (2016), Effects of Participatory Monitoring and Evaluation on Stakeholder Relationships and Project Quality in the Local Authority Service Delivery Action Planning (LASDAP) Process in Bondo Sub County in Siaya County, Kenya. *Developing Country Studies*, 6 (4), pp. 82-86.
- Sepey, M., Ridde, V., Toure, T & Coulibaly, A. (2017), Donor-funded project’s sustainability assessment: a qualitative case study of a result-based financing pilot in Koulikoro region, Mali, *Global and Health Journal* 13(86).
- Sabbil, S & Omar, H. (2015), Factors Affecting Project Sustainability beyond Donor’s Support: The Case of Area Development Scheme (Ads) in Umkadada Locality, North Darfur State, and Western Sudan. *International Journal of Technical Research and Applications*, 3(3), 94-101.
- Sulemana, M. and Ngah, I. (2012). Participatory Planning: Ending the Controversies. *European Journal of Social Sciences*, 28 (1), pp. 24-34.
- Wilcox, D. (2003). *The Guide to Effective Participation*. Brighton, UK: Joseph Rowntree: <http://www.partnerships.org.uk> Accessed: 15/07/201.
- World Bank, (2010). *World Development Report*. New York: Oxford University Press.