ASSESSMENT OF THE USE OF MONITORING AND EVALUATION SYSTEM BY KENYA TRADE NETWORK AGENCY IN CARGO DOCUMENTATION IN NAIROBI, KENYA

by

Racheal Mugure Mbugua

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APPROVAL

ASSESSMENT OF THE USE OF MONITORING AND EVALUATION SYSTEM BY KENYA TRADE NETWORK AGENCY IN CARGO DOCUMENTATION IN NAIROBI, KENYA

by

Racheal Mugure Mbugua
13-1762

In accordance with Daystar University policies, this thesis is accepted in partial fulfilment of the requirements of the Master of Arts degree.

Date:

______________________________

Kennedy Ongaro, PhD, 1st Supervisor

______________________________

Fred Olwendo, PhD, 2nd Supervisor

______________________________

Philemon Yugi, PhD, HOD, Development Studies

______________________________

Kennedy Ongaro, PhD,
Dean, School of Human and Social Sciences
DECLARATION

ASSESSMENT OF THE USE OF MONITORING AND EVALUATION SYSTEM BY KENYA TRADE NETWORK AGENCY IN CARGO DOCUMENTATION IN NAIROBI, KENYA

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed: __________________________ Date: _______________________

Rachel Mugure Mbugua
13-1762
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LIST OF ABBREVIATIONS AND ACRONYMS

KenTrade  Kenya Trade Network Agency
M&E       Monitoring and Evaluation
NGO       Non-Governmental Organization
PART      Program Assessment Rating Tool
SEW       Single Electronic Window
SPSS      Statistical Package for the Social Sciences
UNECE     United Nations Economic Commission for Europe
UNICEF    United Nations Children's Fund
WHO       World Health Organization
ABSTRACT

The responsibility of Kenya Trade Network Agency (KenTrade) is to simplify cross-border trade and execute the National Electronic Single Window System. The agency is tasked to facilitate cargo clearance and documentation. Even with the establishment of this system, traders still experience delays and downtimes on the system. This greatly contributes to unforeseen extra demurrage charges, driving up the cost of business. This study aimed to assess the effectiveness of the M&E system of KenTrade in cargo clearance at the port of entry in Kenya. The target population was 86 staff of KenTrade. Census sampling technique was employed to arrive at a sample of 86 respondents. The study used structured questionnaires to collect data, and the Statistical Package for the Social Sciences (SPSS) version 21 aided the analysis of the data. The findings, as per 70.5% of the respondents, showed that the M&E system was not effectively used. Only 29.5% of the respondents reported that the system was effectively used. Further, 64.1% of the respondents reported that there were benefits of using the system in cargo documentation, while 35.9% indicated that they had not seen any benefits. Unavailability of data was cited as the most significant challenge for the M&E system in cargo documentation (91.0%), followed by poor feedback (71.8%). Respondents recommended an increase in capacity (43.5%), coordination between sub-systems (21.7%), consensus-building between stakeholders (10.2%), benchmarking visits (12.8%), and frequent trainings (11.5%). The researcher recommends increased capacity development of M&E personnel, enhanced coordination, cooperation between KenTrade M&E sub-systems, consensus-building between key stakeholders, training for the users, and benchmarking visits.
DEDICATION

This work is dedicated to my parents, Moses Mbugua and Anne Wairimu.
CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Trade facilitation is a process synchronizing cargo movement across borders, with a focus on associated costs reduction to maximize efficiency whilst safeguarding state regulatory objectives (Kuwahara, 2017). Trade facilitation gives a nation a competitive advantage in terms of reforming its customs’ regulatory bodies, port authorities, and other government and private agencies involved in cross-border trade. Li and Wilson (2009) found that the lead time for processing export for cargo is an important factor of competitive advantage. Trade facilitation, by enhancing port and customs’ administration and removal of non-tariff constraints, supports the Just-in-Time supply chain strategy demanded by international standards (Kuwahara, 2017).

Trade facilitation not only requires connectivity along roads, rail, and sea but also connectivity in telecommunications, financial markets, and information processing. Inefficient systems of transportation, logistics, and trade-related infrastructure can severely impede a country’s ability to compete on a global scale (World Trade Organisation [WTO], 2018).

To enable functional trade facilitating systems globally, the World Bank Group has been a leader in connectivity and logistics performance evaluation and in customs border control, a key piece of trade facilitation (WTO, 2018). The World Bank Group has invested in more than 120 projects to improve cross border trade. Implementation of Trade facilitation agreements like the WTO has also come a long way in achieving the World Bank’s motive to improve cross-border trade.
In Bangladesh, the customs departments were facing significant challenges, which included lack of staff capacity. For instance, no recruitment had occurred at the appraiser/inspector rank in the past 25 years. This resulted in a department run with less than required staff and with many of the low-level employees having less than the required qualifications to perform their job (Kuwahara, 2017). Procurement and upgrade of ICT infrastructure had also not been done in 15 years, and no funds were allocated to this task during the annual budgeting process. This oversight meant that most data and reports were generated and stored manually, thus risking loss and/or destruction of the same. Additionally, no training was scheduled for existing and new employees, so the staff’s capacity building was more or less non-existent. Failure to focus on both upgrade and training incapacitated service delivery improvement for over a decade. However, the incorporation of monitoring and evaluation systems in customs departments improved their functioning (Kuwahara, 2017).

In Nigeria, Onogwu (2018) found that coordination between the customs officials at headquarters and those at the border post was weak, inefficient, or never existed. Supervision was hard to come by in the different departments since the company lacked the communication equipment required. Lack of calculated targets led to making monitoring and evaluation (M&E) a daunting experience.

Formulation and execution of well thought out processes in setting up monitoring and evaluation systems are some of the immediate steps taken to improve people’s lives (Igbokwe-Ibeto, 2011). However, support from the World Bank, World Customs’ Service, and Nigeria Customs’ Service has improved port clearance tremendously owing to the setting up of monitoring and evaluation systems (World Bank, 2007).
In South Africa, delays in cargo clearance at customs’ level are especially high and this has a direct financial impact on the private sector. The evidence points to poor customs’ procedures which are one of the leading contributors to the delays (Hoffman, Grater, Venter, Maree, & Liebenberg, 2018). In addition, replication of roles and procedures by the various government bodies in the customs clearance process also posed a challenge and caused major delays at the ports of entry. However, the establishment of cargo monitoring at the main ports and verification of declared values has had a positive impact with carefully selected indicators, which have enabled the monitoring of reform progress and customs’ performance (Hoffman et al., 2018).

In Kenya, the National Electronic Single Window System is a platform whose function is to facilitate trade (United Nations Centre for Trade Facilitation and Electronic Business [UN/CEFACT], 2005). The facilitation is done by hastening and simplifying information flow between government agencies and traders in order to achieve the much-needed development for all stakeholders engaged in cross-border trade. The platform was established to facilitate timely custom clearance and reduce cargo demurrage charges at ports of entry. Cargo documentation is a process that not only entails record-keeping but further ensures customs’ clearance processes are seamless (UN/CEFACT, 2005).

Documentation involves access to the system by customs’ approved agents and the different government agencies such as the Kenya Bureau of Standards to lodge requests for approval of clearance documents (for example, customs’ import entries) as the agencies query any anomalies and approve the same. This would be achieved by synchronizing the processes and allowing the involved parties to operate on one platform, hence reducing the timelines in cargo documentation (KenTrade, 2015). However, the performance of the Kenya National Electronic Single Window System
measured and tracked against the performance objectives of the East Africa Community trade facilitation policy has been slow despite the establishment of a monitoring and evaluation system by Kenya Trade Network Agency (KenTrade) to ensure the successful execution of its strategic plan (UN/CEFACT, 2005). In addition, according to UN/CEFACT (2005), KenTrade has aligned its objectives with the trade facilitation policy for the East Africa Community that recommends a 10 working days’ clearance window for sea freight import shipments and a two-day (48 hours) window for air freight import shipments. This study aimed to evaluate M&E system adopted by The Kenya Trade Network Agency in cargo documentation in Kenya and thereafter, give recommendations for the future effectiveness of the system. This chapter captures the background to the study, the problem statement, the purpose of the study, justification of the study, the significance of the study, the assumptions that the study made, the scope of the study, limitations and delimitations of the study, ethical considerations, and definition of terms used in the study.

Background to the study

A project’s performance progresses against its performance objectives and agreed timelines. The components in the M&E system when used effectively ensure programs and activities are effective, efficient and deliver solutions to existing challenges in project implementation and execution (A. W. Gitahi, 2016). Institutions in South Asia had previously attempted to replace the monitoring and evaluation function with an appraisal system (United Nations Economic Commission for Europe [UNECE], 2019). This attempt, however, was not a success since monitoring and evaluation differs from appraisal, and the two play different roles. M&E focuses on assessing options before making decisions and is a continuous process. Appraisals are periodic assessments that inform the decision-making process (A. W. Gitahi, 2016).
According to Malomba (2017), a significant stage in any firm’s strategy development is the formulation and execution of M&E practice. He adds that most companies, government institutions, and businesses have developed M&E system to assist them in generating evidence for assessment and, in the long run, attain success in the implementation of their programmes, operations, or projects. Already existing, successfully implemented, and functional M&E systems in other countries or institutions can inform the milestones that can be achieved if Kenya implements similar systems in similar environments. However, exact replication of an existing system is discouraged as different systems are tailored to fit different organizations because each organization has its unique set of objectives (Lopez-Acevedo & Krause, 2012).

Developed countries like the United States of America (USA) have made tremendous development in many aspects of M&E systems (Buell & Tortorella, 2011). For instance, the USA government in 2002 developed the Program Assessment Rating Tool (PART), which was based on the need to assess the performance of the government. Among the many departments that utilize PART is the US International Trade Data System (ITDS). ITDS is the USA single-window system that was established to provide one electronic interface through which traders submit all required information for government agencies (UN/CEFACT, 2005). The results from the review of the PART helped the ITDS project in establishing its long-term and annual results and outcomes, improving and identifying performance measurements, and measuring its strategic planning determinations (United States of America Government, Department of Commerce, 2008).

The United States Trade Development Agency also has programs that continuously monitor, track and analyse the progress and outcomes of customs’ agents’ activities to determine effectiveness and aid in making informed decisions on funding
(Mark & Pfeiffer, 2011). The continuous monitoring and performing of systematic compliance checks ensures that the M&E office works to promote the efficiency and efficacy of the agent’s operations at customs’-controlled points of entry. It also ensures compliance, cost effectiveness, and utilization of data to make informed decisions (Mark & Pfeiffer, 2011). Through this system, the customs’ approved agents are also able to highlight bottlenecks within the system and offer solutions to improve service delivery and improve the ease of trade index in the United States (United States of America Government, Department of Commerce, 2008).

In Europe, global trade expanded rapidly during the 1980s and 1990s. This expansion resulted in the complexity and speed of modern supply chain, which called for information control, matters flow of goods (UNECE, 2004). During this time, trade documentation exchanges remained mostly paper-based. However, in the modern trade environment, such paper-based exchanges could not satisfy the need for efficiency and security. Recommendation and roll out of the customs’ single window system were considered as means of addressing this problem and has since gained considerable momentum over the past 10 years (UNECE, 2004).

Three models for the Single Window were considered, the first one being a Single Authority that receives information, shares this information to all stakeholders, and coordinates control in the logistical chain (UNECE, 2004). The second one was a single automated system for the collection, dissemination, and integration of information and data related to trade that crosses the border. Finally, an automated information transaction system through which a trader can submit electronic trade declarations to the various authorities for processing and approval in a single application. The three were incorporated in the formulation, launch, and
implementation of the European Union customs’ single window system (UNECE, 2004).

According to the United States of America Government, Department of Commerce (2008), the European Union customs’ single window system is goods-oriented, focused on customs formalities, and involves stakeholders dealing with cross-border movement of goods. Further, customs are the only authority receiving information on all cross-border movements of goods and, therefore, best placed to coordinate after the goods’ arrival/discharge with other involved agencies like the veterinary phytosanitary and agricultural. The incorporation of a monitoring and evaluation system in the already established customs single window system in the European Union ensured that activities and process flows were monitored and data collected; hence the existing system improved (World Bank, 2007).

The United States (US) trade partner, Singapore, followed the same path by incorporating M&E in its programs (Republic of South Africa, Department of Planning, Monitoring and Evaluation, 2017). Economic issues such as the recession that faced Singapore in the 80s led its government to streamline the processes of trade, permit approvals by establishing a single electronic window (SEW) (UN/CEFACT, 2005). The National Single Window Trade in Singapore, also known as TradeNet incorporated a monitoring system to suit its context to assist the personnel that controlled the SEW in re-evaluating decisions where there was a need (Polner, 2011). GDP growth of up to 25% and improvement of the ease of doing business in Singapore is credited to the implementation of SEW (World Bank, 2007). It is alleged that Singapore’s SEW is one of the best in the world and has revolutionized the trade documentation process in the country (Koh, 2017).
A closer look at South Asia affirms that no M&E systems were put in place from the onset. For example, while Sri Lanka was amongst the first countries to develop the single window system, it was reluctant to embrace the M&E system. They preferred the appraisal system instead. Subsequently, in 2018 a commission was set up to implement the application of an M&E system. The commission then went ahead to set up a team to lead in the M&E process. Among other things, such a team's purpose was to transform informal monitoring information into knowledge for further analysis. The analysis results and findings then became a subject for discussion to allow appropriate decision to be made to improve or enhance system efficiency (Hagens, Morel, Causton, & Way, 2008). From the reports compiled by the Sri Lanka national single window system's monitoring team, statistical information on the use of the system revealed that more than 90% of customs and other declarations were made through the single window system. Further, statistics by Sri Lanka’s government estimated that the introduction of the NSW system brought some 18 billion USD profit in 2018 (UNECE, 2019).

Although North Korea and South Korea operate on two different economy regimes (N. Korea operates a command economy while S. Korea a mixed economy) (World Bank, 2007) and the former is perceived to be more economically developed than the latter, both states use a common customs service known as the Korea Customs Service (UNECE, 2019). Since 1992, the Korea Customs Service has been seeking to automate customs clearance processes through Electronic Data Interchange (EDI) system. The Korea Customs’ e-clearance system is known as UNI-PASS. Its implementation led to the roll-out of the Single Window system. The SW system in Korea was established and executed to benefit the business communities and government agencies (UNECE, 2019).
Despite the implementation of the system, the project failed to deliver the expected results due to slackness and resistance in the adoption of internet use as well as poor system management (Xue, Turner, Lecoeuvre, & Anbari, 2013). In an attempt to counter the challenges, Korea adopted an M&E system to assist in the identification and realization of a project throughout its life cycle (Kusek & Rist, 2004). Out of the many programs in Korea, the Korean customs’ single window system has embraced the importance of M&E in its implementation, and its single window system is one of the best in the world United Nations [UN] (2012). For instance, the average importing processing time is two days courtesy of the system, which is much lower than the Organisation for Economic Co-operation and Development threshold of a minimum of three days. The achievement of the system can be credited to the proper functioning of its M&E system.

Studies have shown that incorporating the M & E system in the single window system in Africa has played a role in achieving milestones in cargo documentation (Machuka, 2014). Additionally, In West Africa, M&E has been instrumental in producing the type of activities that deepen the ethos of strategic management such as accountability, transparency, and learning. Senegal is one of the African nations that has embraced the single window system to reduce the time taken for customs’ clearance, customs’ clearance costs and improve services to those in the import/export business (UN/CEFACT, 2005).

Senegal’s customs’ single window system is known as ORBUS System, which is a common software whose main role is to integrate business modelling environments and enable organizations to manage, govern, and visualize enterprise transformation. In order to supervise the operations and flows in the system, ORBUS has an application known as Business Activity Monitoring that does the job of monitoring and evaluation.
For example, it is able to track the performance of processes using key performance indicators. Over time, this has helped in the analysing and improvement of cargo documentation operations.

The Single window system in Ghana, known as TradeNet, was started in 2002 and has progressively been modernized according to international best practices (Dziyaba, 2017). Additionally, Djanitey (2018) acknowledged that one of the basic measures to improve service delivery of the National Single Window System in Ghana was the application of an operational M&E framework. As a result, more effective deployment of resources, increased revenue collection and improved trade compliance have been realized by the government agencies and businesses in Ghana (UNECE, 2019). The government of Ghana also acknowledges the advantages of using the system to ensure that progress is made towards national policies, objectives, and interventions.

Djanitey (2018) pointed out that a key role in improving the level of service delivery of the National Single Window System is the application of an operational monitoring and evaluation framework. Djanitey further suggested that a strong legal framework and institutional oversight should be established to ensure effective monitoring and evaluation of the single window system in Ghana. Non-compliance with planning and M&E guidelines, poor data quality, data gaps, and inconsistencies are also factors facing project M&E in the Ghanaian programs and projects. M&E has been instrumental in producing the type of activities that deepen the ethos of strategic management, such as accountability, transparency, and learning (Dziyaba, 2017).

The Nigeria Customs Service has gone through a series of reform measures by the government since 1998, which have brought many positive changes in the life and operations of the service and led to Customs modernization. The Nigeria Customs’
Service started the automation of its operations with the deployment of ASYCUDA 2.7 version in 1999 by ECOWAS Computer Community Centre (WTO, 2018).

The Nigeria Integrated Customs Information System was then introduced to improve the functioning of the Nigeria Customs Service (UNECE, 2008). The system is built on the Trade World Manager software, an e-Trade single window platform, a cutting-edge technology enabling online processing of trade documents over the internet, provision of e-Government capabilities to other government agencies, synchronization with other IT systems, cooperative risk management on any trade document and business Intelligence dashboards (WTO, 2018).

The Nigerian government considers the need to use M&E to ensure that progress is made towards national policies, objectives, and interventions as key. Crucial to improving service delivery of the National Single Window System is the application of an operational monitoring and evaluation framework (Djanitey, 2018). A strong legal framework and institutional oversight were established to ensure effective monitoring and evaluation of the single window system in Nigeria. Limited resources and budgetary allocations for the proper functioning of the monitoring and evaluation system posed a barrier. Lack of capacity and knowledge of how the system works was also a challenge. Another bottleneck was migrating from the manual way of processing customs clearance for goods to the digitalized system functions, which called for planned regular training sessions to fill the gap. Non-compliance with planning and M&E guidelines, poor data quality, data gaps, and inconsistencies are also factors facing project M&E in the Nigerian Customs System (Dziyaba, 2017).

On the East African scene, nations such as Rwanda, Kenya, Burundi, Tanzania and Uganda have integrated the single window system with a M&E function that gives real time information on the on-going transactions (K. K. Gitahi, 2016). The M&E of
cargo documentation through the Rwandese single window system was made possible in 2011. This was accompanied by the establishment of an independent evaluation and assessment of the Single Window system to establish the impacts and benefits of the system. Further, in 2015, the independent evaluation and assessment system revealed that US$ 18 million had been saved in the costs of trade as well as reduction of delays at the ports. In addition, there were reduced corruption practices due to reduced face to face interactions (Odhiambo, Kamajugo, & Zizane, 2017).

The Rwanda Development Board initiated the automation of government service delivery. The board identified investors' challenges in clearing goods (Odhiambo et al., 2017). The main challenge was the traders having to deal with multiple government agencies that had overlapping roles or used manual procedures. To address this challenge, the Rwanda Development Board sought to commence the implementation of the single window system for ease of trade (Odhiambo et al., 2017).

The pilot phase began in 2012, and the rollout to other institutions followed through with the official launch in 2013. The system supported other government agencies involved in clearance of goods to automate their pre-existing systems and procedures for licensing or issuance of permits as well as mandatory import or export inspections (Odhiambo et al., 2017). The systems are referred to as Single Window Information for Trade Systems. The targeted agencies were Rwanda Development Board, Rwanda Standards Board, Rwanda Agriculture and Livestock Inspection Services, National Agriculture Export Board, Rwanda Agriculture Board – Veterinary Services, and the Ministry of Health Pharmaceutical Unit. The goal of the single window system was to improve the system’s efficiency and facilitate the flow of information to eliminate paper-based permits during the clearance of goods (WTO, 2018).
A strong legal framework and institutional oversight were established to ensure effective monitoring and evaluation of the single window system in Rwanda, ensuring progress is made towards a better functioning system. With this in place, the system came a long way in improving daily practices of the different agencies involved in cargo documentation in Rwanda for shipments coming in and out of the country (Odhiambo et al., 2017).

The Kenyan integrated M&E system has been in existence for less than 10 years, although programme and project-based M&E has been practiced since the 1980s (Machuka, 2014). In government institutions, M&E has been practiced in the country from the early 2000s (Kiptum, 2016). The National Integrated M&E System was developed with help from the donor community under the authority of a National Steering Committee, which was chaired by the Ministry of Devolution and Planning’s Permanent Secretary along with other members from the civil society, development partners, and government agencies (Machuka, 2014).

Kenya’s Constitution 2010 strengthened the necessity for an M&E system so as to establish a decentralized form of governance which needed the support of an adequate evaluation system in place (Machuka, 2014). Further, The Constitution of Kenya, 2010 (National Council for Law Reporting [NCLR], 2010) has transformed the devolved and central governance structures and given a chance to strengthen Kenya’s M&E system as well as exposing its future existence due to uncertainty over the country’s political direction from change of governance every five years. Still, the M&E system adopted by Kenya Trade Network Agency (KenTrade) is expected to aid the agency in the successful implementation of its duties (KenTrade, 2015).

KenTrade is a government agency under the Ministry of National Treasury and the Ministry of Trade and Industry with an obligation to enable cross-border trading
and execute and manage the Kenya National Electronic Single Window System (KenTrade, 2015). This system was developed to provide solutions to challenges such as ineffective, protracted, and sluggish trade that in the end, had negative impacts at the different ports of entry. Such negative impacts include congestions, postponements in cargo clearance at the Jomo Kenyatta International Airport and Moi International Airport, and long truck backlogs at various border points, including Namanga, Busia, Malaba, and Isebania (KenTrade, 2015).

The Kenya National Electronic Single Window System is module-based and conveys stakeholders, financial institutions, and the government’s e-Citizen platforms intending to realize an end-to-end electronic cargo documentation platform. The implementation of the system requires participation from all stakeholders at different ports of entry. In the strategic plan (2015/16-2019/20), Kenya Trade Network Agency acknowledged the significance of M&E systems for the successful operation of the single window system (KenTrade, 2015).

So far, Kenya’s M&E system has had a positive impact on the budget process (Kiptum, 2016). Information for the M&E system is gathered from line departments and is then combined into the public expenditure review that is a significant contribution and has reached much-needed value for Kenya’s public taxes (Centre for Language Education and Research [CLEAR], 2013). The positive effects are achieved by long budgetary deliberations where line state departments and sector working groups review proposals, ponder trade-offs, and offer budgetary allocations.

Kenya Trade Network Agency was established in 2014 to facilitate the reduction of cargo clearance time from four and a half days to two days and significantly reduce the cost of doing business across borders by 2018. The goal of Ken Trade was to reduce the clearance timelines, hence cutting out extra and unnecessary
storage charges and delays at ports of entry as well as improve timely and quality service delivery to stakeholders and, by so doing, boost customer satisfaction (KenTrade, 2015). However, even after the formation of Kenya National Electronic Single Window System, there are still delays in cargo clearance, which has caused importers and clearing companies to incur financial losses (Kazungu, 2018). Further, in 2018, importers in Mombasa incurred 1.8 billion Kenya shillings in losses over delays in clearing and forwarding of imports at the port that saw their goods stuck at the port for up to 35 days (Achuka, 2020). In addition, a report by the Business Daily on 7th August 2018 highlighted that importers and clearing companies lost 18.7 million Kenya Shillings, in container detainment expenses to shipping lines caused by delays in Embakasi Inland container depot in Nairobi (Kazungu, 2018).

Further, most importers incurred an addition of 300,000 Kenya Shillings on demurrage to Kenya Ports Authority. Bulk importers of grains, crude oil, and perishables were some of the affected traders of the delays at these ports. Such losses indicate the loopholes in the Kenya National Electronic Single Window System that should be addressed to make it more effective and efficient (Kazungu, 2018). Therefore, this study aimed to assess the effectiveness of the M&E system at the Kenya Trade Network Agency in cargo documentation in Nairobi, Kenya.

Statement of the Problem

The institutionalization of an M&E system in Bangladesh improved service delivery at the customs department with computerisation of most of the processes for greater accountability (Uzzaman & Yusuf, 2011). In Nigeria, Onogwu (2018) found that support from the government and its development partners improved port clearance tremendously owing to the institutionalization of M&E at its ports. Moreover, the establishment of cargo monitoring in main ports and verification of declared values in
South Africa resulted in positive impacts with carefully selected indicators which enabled the monitoring of reform progress and improved customs’ performance (Hoffman et al., 2018).

Despite the success stories in the implementation of M&E systems in other countries, in Kenya, the M&E system in place at the Kenya Trade Network Agency has been facing challenges that hinder its effective implementation to speed up clearance and backlog from the system. A 2004-time release study reported that release of goods from the Mombasa port was inhibited by slow documentation process hence contributing to the clearance delays (Wanyama, 2017). In 2006, further delays were experienced as there were 150 complaints due to the long queues at the ports, which had a ripple effect on the extra charges and costs incurred in demurrage. A graphic representation of the study and analysis carried out to highlight any improvement or lack thereof showed that in 2007 the number of complaints rose to 300 showing an increase of 100% and a further increase in the same in 2008 at 400 indicating a 166.7% increase in the three-year period (Wanyama, 2017).

It is with this understanding that the assessment of the use and effectiveness of M&E system used by the Kenya Trade Network Agency in speeding up documentation and clearance of goods to enhance trade facilitation in Kenya was critical. The findings of this research aim to contribute in promoting the effective handling of documentation and clearance of goods from the port of entry, and in return reduce the cost of importation to the investors as well as save the government from unnecessary loss of revenue.

Purpose of the Study

The main objective of this study was to assess the use of the M&E system in cargo documentation by Kenya Trade Network Agency (KenTrade) in Kenya.
Objectives of the Study

The study focused on the following objectives:

1. To assess if Kenya Trade Network Agency’s M&E system is effectively utilized in facilitating cargo documentation.
2. To investigate the benefits of using the Kenya Trade Network Agency’s M&E system in the cargo documentation process.
3. To establish challenges affecting the effectiveness of the Kenya Trade Network Agency’s M&E system in cargo documentation in Kenya.
4. To make recommendations on how to strengthen the M&E system in cargo documentation by the Kenya Trade Network Agency in Kenya.

Research Questions

The study sought to answer the following questions:

1. Was the M&E system effectively utilized in cargo documentation at Kenya Trade Network Agency?
2. What were the benefits of using the Kenya Trade Network Agency’s M&E system in cargo documentation?
3. What were the challenges affecting the effectiveness of the Kenya Trade Network Agency’s M&E system in cargo documentation?
4. What were the recommendations to strengthen the M&E system at the Kenya Trade Network Agency?

Justification for the Study

The National Electronic Single Window System is mandated to facilitate trade by simplifying and expediting information flow among government agencies and traders to achieve important advances to all stakeholders in cross border trade.
Therefore, with an effective M&E system the Kenya Trade Network Agency hosting the National Electronic Single Window System is expected to successfully implement these duties (KenTrade, 2015). However, the implementation of the Kenya Trade Network Agency strategic plan (2015/16-2019/20) and the achieving of the set targets have been a challenge. For instance, importers still experience delays in cargo documentation, even with the National Electronic Single Window System in place (KenTrade, 2015).

Therefore, this study was crucial in highlighting the role of the M&E system, challenges faced, and give recommendations to improve the system, which is in place but seems not to be working effectively. The study also demystified negative perceptions some stakeholders have about the National Electronic Single Window System and ensured centralized document processing by the various government agencies and approval. This will significantly reduce the time frame from when an agent lodges their file into the National Electronic Single Window System to when they get final approval. With this, investors can get release of their cargo within the agreed time frame and in line with standard business practice and hence significantly reduce demurrage costs, thus improving service delivery to those utilizing the system.

Since no academic research has been done on the use of M&E system in cargo documentation at Kenya Trade Network Agency, this study sought to fill this gap as well as inform policy formulation and implementation in the field of cargo documentations and clearance.

Significance of the Study

This study is likely to be relevant to policymakers in aiding them to make better policies with the aim of improving existing M&E systems in the sector as well as Kenya as a country. The study could also benefit the stakeholders of the Kenya Trade Network
Agency in policy formulation. Government agencies like the Kenya Bureau of Standards and KRA could use the findings of this study to tailor-make and implement M&E systems to help monitor their processes, hence improve the services offered to the citizens. Financial institutions like the treasury, and specifically the Office of the auditor general, could adopt an M&E system that matches their needs by filling the existing gaps in the current process flow, hence improve service delivery to the people.

This study could assist the Kenya Trade Network Agency stakeholders, particularly those involved in matters of cargo documentation, to comprehend the role of M&E and further influence decision making. The research also presented informative aspects of M&E systems to companies and other performance-oriented institutions in Kenya or other countries, which may use these aspects to better their performance. The outcomes of this study were a vital point of reference for researchers and scholars since they illuminate how M&E systems can be used for various projects. Also, the study would be of importance to researchers by supplementing the existing research findings on the role of M&E, especially in projects supported by the government of Kenya.

Assumptions of the Study

This research assumed that respondents gave accurate information. In addition, the study affirmed the assumption that the M&E system is already developed by the Kenya Trade Network agency. The study also assumed that the respondents would provide all the information asked about monitoring and evaluation system at Kenya Trade Network agency.
Scope of the study

The scope of the study was restricted to assessing the effectiveness of the monitoring and evaluation system in cargo documentation by the Kenya Trade Network Agency. The focus was on the role of the M&E system in enhancing documentation and cargo clearance, challenges facing the use of the M&E system at the Kenya Trade Network Agency, and recommendations for the improvement of the M&E system. The study focused on the Upper Hill head office of Kenya Trade Network Agency in Nairobi, Kenya.

Limitations and Delimitations of the Study

Several aspects limited this study. For instance, the research was limited by the fact that some respondents did not willingly take part in the study. To delimit this, the researcher gave the respondents a document with research information to inform them of the purpose and the usage of the study findings and notifying them that their participation was voluntary. Besides, some of the respondents were not comfortable disclosing all the required information due to confidentiality regulations stipulated in their work policies at Kenya Trade Network Agency. The respondents were assured of anonymity and confidentiality of the information disclosed and reassured that the information provided was strictly for purposes of research.

Definition of Terms

Monitoring: A continuous process that seeks to give stakeholders and management of the Kenya Trade Network Agency comprehensive reports of the developments made so far in reaching organizational goals (Mark & Pfeiffer, 2011). In this study, monitoring was done through the M&E system at KenTrade.
Evaluation: An objective and systematic assessment on the execution of the Kenya National Electronic Single Window System and results with a goal to establish the fulfilment and relevance of reduction of cargo clearance time and reduction of cost of doing business across borders (Mark & Pfeiffer, 2011). In this study, the evaluation was done through the M&E system at KenTrade.

Monitoring and evaluation system: A key tool for aiding project management in the operation of the Kenya National Electronic Single Window System. It is used for tracking the system’s progress and consequently help in making more informed business decisions (Machuka, 2014). The existing monitoring and evaluation system at Kenya Trade Network Agency (KenTrade) was the point of reference in this study.

Cargo Documentation: This is the system automation and seeking approval of shipping documents used for shipping cargo, done by the Kenya National Electronic Single Window System in reviewing modes of transport to be used as well as summarizing all bills of loading, air waybills, customs’ entries and other certifications that have been or will be issued by the carrier or its representative for that particular shipment (Wang, 2018). In this study the cargo documentation process was under scrutiny and recommendations were made on how to improve on its efficiency

Summary

This chapter has described the background of the study, problem statement, purpose of the study, specific objectives of the study, research questions, justification, significance, assumptions, scope, limitations, and delimitations. The ethical considerations, as well as the definition of key terms used in the study, have also been discussed.
CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter gives a review of the literature that supported the working of M&E systems. This was to be achieved through identifying a theoretical framework which relates to the different uses of M&E systems. A conceptual framework was also developed in this chapter. The framework highlights the different variables in play and their causal relationships. Empirical literature is also highlighted with a focus on the specific objectives. Thus, the sub-topics covered in this chapter include theoretical framework, empirical review, and conceptual framework.

Theoretical Framework

A theoretical framework is a set of interrelated concepts. It guides a study in explaining the variables under study and the relationships between the variables (Lederman & Lederman, 2015). A good study should be based on a theory (Ching, 2014). Therefore, this study was guided by program theory, theory of change, organization change theory and public value theory.

Program Theory

Bickman (1987) is one of the key proponents of the program theory. In his view the theory comprises of statements that provide a description of a specific programme, explaining how, why, and under what circumstances the programme impacts happen, predicting the outcome of a programme, and specifying the necessary requirements to achieve the expected programme effects (Sidani & Sechrest, 1999). The program theory has been adopted to lead evaluation for more than thirty years and indicates the ability of the theory to solve a problem by focusing on the assessment needs while providing
tools for determining areas of impact in evaluation (Seith & Philippines, 2012). The single window system controlled by the Kenya Trade Network Agency, deals with service programmes that are intended to advance the society (Hosley, 2005). Program theory explains the effects of influencing the input and processes to achieve better output and yield good results. The inputs to the process refer to the variables that influence the outcome. In this case, the variables were the planning process, technical expertise, stakeholder involvement, and management participation (Kihuha, 2018).

The primary level to programme development is the basic foundation which if reached, program theory can be adopted to develop intermediate goals and outcomes. According to Prosovac and Carey (1997), proper planning increases opportunity for success for the programmes. Hence, a program theory should be established before the beginning of the programme (Bickman, 1987; Prosovac & Carey, 1997). However, in practice, this is not often done but the need for a program theory is recommended even when the project is ongoing (Bickman, 1987; Reynolds, 1998; Stufflebeam, 2000). Therefore, program theories can be established in an ongoing programme or before evaluation of a programme (Bickman, 1987). The establishment of a program theory was needed when expecting to determine reasons for the failing or success of a programme and where a programme needs to be improved.

The principle of program theory (the idea that a system or program can be used to fix a problem) informed this study. Program theory also helped this study to understand evaluation and found out the important programme factors and expressed how these elements were expected to be related (Donaldson, 2001). According to Chen (1996), program theory could be used to systematically identify potential side effects, thus this theory helped in explaining both the role played by M&E system in project execution and challenges faced by the M&E systems.
Theory of Change

This theory was initialized in the 1990s in order to model and appraise comprehensive society initiatives. It emanated from the sector of program evaluation and theory (Weiss, 1995). The theory of change had its foundation in environmental and organizational psychology disciplines although it is now embraced in other disciplines like social sciences. This approach was used in planning at the various sectors to promote social change (Brest, 2010).

Change theory outlined causal linkages in a project, that is, its short-term, midway, and long-term outcomes. By so doing, the process of change is explained. The known changes are termed as the outcomes trail, where it demonstrates every result in legitimate relationship to all the others, like an ordered flow (Taplin & Clark, 2012). The connections between results are clarified by justifications or articulations of why one result is believed to be a precondition for another (Taplin & Clark, 2012). This theory can be used at any phase of the project; therefore, it is best in informing the planning of a particular project.

Developing assumptions for a theory of change can be difficult as there are several forms of assumptions linked to a programme (Mayne, 2015). Further, specifically, a causal association described above can point to the fundamental premise or hypothesis on which the programme is based. It is expected that the basis for many programmes would be founded on earlier experience and evidence. Theory of change is founded on theoretical assumptions made as to why policies or programmes would be successful or not (Mayne, 2015).

The theory of change has also been seen as a settled model that impedes successful work and valuable assessment (Patton & Patrizi, 2010). This means that there is a perception that it is a theory that frustrates strategic thinking. The frustration
only happens when the theory is treated as a fixed plan by organizations during the implementation of their projects (Patton & Patrizi, 2010). If the change model is treated as an adjustable tool, it cannot be at odds with strategic thinking. In such a case, the theory serves as a guiding reference. This theory involves the way of thinking in a logical manner, whereby, if an action takes place, it leads to another action in a chronological manner. This model results to actions which in turn result to M&E and so reveal the linear approach as a theoretical driver of change (Auriacombe, 2011).

The theory of change has been used to assist a United Nations Country Team to methodically think through the various causes of development challenges, how they are interrelated, and to determine what the United Nations Development Assistance Framework should identify as a priority so as to increase the UN’s influence to development change (Davies, 2018). The theory of change is used to directly address issues of inequality and discrimination. Theory of change has been used to lead the development of intervention strategies through the United Nations Country Team contemplating together on the causes of development challenges and choosing the appropriate strategy based on proof, learning and deliberating considerations of risks and assumptions (Auriacombe, 2011). As a result, this principle of adjusting appropriately found in the theory of change informed this study because it explained some components of M&E that enabled the successful implementation of the single window system by Kenya Trade Network Agency.

Organization Change Theory

Kurt Lewin is one of the scholars who explored the organization theory of change. He emphasizes change as a key tool for ensuring progress of a firm (Kavanagh, 2014). According to the model, change can be in the individual, group or a total alteration of the system. The individual level seeks to understand personal beliefs,
values and attitudes and how they affect organizational change, while group change considers a way of making adjustments in a way that can be understood within the team framework and thus uses group psychology. Any shift made by an organization equally affects the above-mentioned levels (Kavanagh, 2014).

An individual who has formal or informal legitimate power and whose purpose is to direct and guide change is referred to as a change agent. The individual further formulates a vision rationale for change, and he or she is also a role model and leader for other team members (Batras, Duff, & Smith, 2016). However, there is still a struggle with this despite the frequency with which the individual is involved in the change process. Innovators and change leaders are therefore not necessarily chief executive officers nor part of the senior management team; change agents in an organization can be found at any level of the organization. Once they are well motivated, change agents can play key roles in effecting positive change in an organization (Weedmark, 2018).

Kurt Lewin’s model for organizational change is also mirrored in the changing of an ice block from one form to the other in three stages: unfreeze, change, and refreeze. This process not only involves the senior management but also incorporates the entire workforce (Weedmark, 2018).

Organizations are often resistant to change and therefore it is imperative to prepare the team involved for the planned transition while sensitizing them on the importance of the same. The team also needs to be notified that organizations tend to stagnate owing to status quo, which in the end most likely leads to the crippling of an organization. For example, if a company has not in the recent past on-boarded new business and thus is stagnating profits, the commercial or business development team can be sensitized by sharing trading reports with them, and further formulating a go to
market strategy of getting new business which will most likely lead to increasing of sales (Seidel, 2017).

Allowing the involved parties to adopt changes that will benefit them would motivate them to be part of the process. Involving them would require utilization of proper communication channels and proper management of the entire process. The last stage for the change process is the refreezing stage (Seidel, 2017). Once the organization has adopted the changes and new policies, it is time to refreeze by documenting all the changes made. The changes could involve standard operating procedures, job descriptions, key performance indicators as well as ensuring consistency in observing the content documented.

The progressive change in Canada’s health care system is accredited to Lewin’s change theory as nurses are now provided with opportunities to advance their careers and gain better skills (Davies, 2018). A number of factors drive change in health care and these include rising costs of treatment, new technology advances in science, workforce shortages and aging population (World Health Organisation [WHO], 2008). Change initiatives ought to be implemented for a good course and within the context of advancing institutional goals (Davies, 2018).

David Garvin uses a three-stage model to describe organizational change. To prepare the managers for change, explaining dissatisfaction in the status quo is key. Giving a sense of direction also plays a major role as well as building coalition to spearhead change in the firm. Garvin also recommends creation of a new vision plan to lead the organization into achieving the predetermined goals (Garvin, 1993).

Altering how an organization does business is also an important aspect highlighted by Garvin. This is achieved by defining acceptable and unacceptable behaviours, changing key structures in the company as well as incentive plans.
Communication of the vision to staff and the senior management team, leading by example also plays a major role (Garvin, 1993).

Lewin’s change theory highlights the importance of change in an organization and further gives a breakdown of the process of initiating, implementing and adopting change in any organization (Weedmark, 2018). Disrupting the status quo in the organization and sensitizing the involved parties of the urgency in adopting change is equally significant (Batras et al., 2016).

For Edgar Schein, organization change theory explores culture dynamics. More specifically, it focuses on people’s behavioral patterns, beliefs and values (Schein, 2010). The model understands the need for changing people’s perspective as a tool for influencing a firm’s change as well as acknowledging how difficult instituting change may be. Therefore, for enterprises to instill quick change, instant attention has to be paid to a team member, while continuous change requires a discreet evaluation of particular segment of the firm. According to Kavanagh (2014), change in institution is difficult because it involves a consideration of different aspects of an organization. A modification of how issues used to be handled to a different mode requires extra effort from every member of a firm and consistency. These acts must be deliberate and followed up to ensure change does occur. He added that upon the shift in mindset organizational improvement does occur, and they are effective. However, he points out that to a large extent, fundamental organization change that works is rare. It is also challenging for one to make a case when there are no questions raised on the running of an organization without proper documentation processes, more so when knowledge of how to plan and implement an organization is limited.

Organizational change occurs in different forms. It includes total system versus local option, discontinuous versus continuous, revolutionary versus evolutionary,
strategic versus operational, and transformational versus transactional. These forms represent similar types of changes explained through varying perspectives. For instance, a revolutionary organization change is continuous, strategic and episodic alteration of events instituted by a particular phenomenon in an organization. For example, the introduction of computer in the offices revolutionized how firms save information and led to use of the devices in daily operations. Thus, revolutionary change is transformational and requires different tools and techniques for bringing about successful organizational change. The total system completely eradicates the initial activity and pursues dramatic modification of mission and strategy due to alterations in technology as well as predictable routines.

A functional monitoring and evaluation system can be successful if it takes into consideration the organization’s culture, the need for a shift from status quo and the necessity of rapid changes in the system for the purpose of producing quick results. They add that increase in capacity building amongst the employees and a focus on predetermined goals for proper functioning of the system would also call for organization change.

Public Value Theory

Public Value was first coined by Mark Moore (Yotawut, 2018). The concept revolves around initiation of change through public entities in their operation. It focuses on public services and examines how institutions publicly engage with the population in service delivery. Public value model allows managers to formulate and implement strategies and goals in their different capacities to improve service to the public (Yotawut, 2018).
On this theory, Kavanagh (2014) considers both how government actions affect public decisions and how the public offices use democratic and civic decisions such as liberty, transparency, citizenship, responsiveness, and equity.

According to Witesman (2016), public value theory offers reliable accountability about the functions of the public domain and the value it provides to an organization. However, the capacity to bring the public to augment its required values through government’s assets remains a concern. The government should be held accountable for its performance in achieving goals as it will be actively engaged in how the its public assets are used.

There has been an urgent need in the public sector for improvement in service delivery. Reforms were brought to ensure the achievability of the goals in service delivery. The reforms targeted bringing about change in the system and adoption of new management practices in the public sector. These practices focused on the citizen-centred outcomes across the whole public sector. It established focus on public service values and ethics, as well as the Bill of Rights in line with any new constitutional changes (Benington & Moore, 2011).

The government used the strategy of creating public value. Therefore, as highlighted by the public value theory, the government endeavours to become a value-creating social institution. For proper functioning of government institutions, the public value concept must be internalized (Benington & Moore, 2011).

The model is useful to the Kenya Trade Network Agency, a government agency under the ministry of industry and trade tasked with facilitating cross border trade for cargo importers and exporters into and out of the country. The government equips the stakeholders at KenTrade for the agency to perform its mandate in facilitating cargo documentation and the improvement of service delivery. With a functioning monitoring
and evaluation system at KenTrade, proper dissemination of information to different parties would be made possible and the decision makers would utilize the same for informed decision making (Malomba, 2017).

The Kenya Trade Network Agency incorporated the Monitoring and evaluation system from the onset and was therefore in line with public value model (Witesman, 2016). The aim has been to cut down the procedures of clearing cargo, to reduce the timelines as well and to synchronize the entire process to make it more comprehensive.

General Literature Review

According to Escoe (1998), documentation means anything written in any medium, policies, and procedures, manuals or perhaps records. Documentation originates from legal requirements, external customers, users, certification auditors, and examiners. A good documentation shows the quality standards, employee handbooks, and safety programmes. Today, global trade is thriving due to traders’ management and overcoming risks of importing. Import risk management is founded on the documentation customs and system which result to responsibilities, costs, as well as rights of the process of importation into documentary equivalents. A good documentation system should exhibit efficiency and should have means and ways of detecting forgery, alteration or simple misrepresentation (Muthuvelatutham & Karuppasamy, 2013).

Limao and Venables (2011) noted that bulky documentation with the supply chain contribute to excessive delays at ports. A significant criterion for selecting a call to a port is time. Higher ship turnaround is associated with poor port efficiency. Traders are often the casualty as shipping lines increase shipping costs to deal with these challenges. A study by Khayumbi (2015) found out that cumbersome documentation has caused delays and congestions, slows off-take of cargo, increased storage costs thus
greatly affected trade. Congestion at container terminals, vessels traffic and delays in cargo flow are borne by inadequate facilities and infrastructure in the operations of the ports.

In Kenya, the customs and excise department is entrusted with the responsibility of documentation and clearance of all cargo in and out of the port. In the last three-year period, the imports through the port of Mombasa have increased tremendously. Thus, any slight delay in documentation or clearance of cargo at the port can cause serious congestion of containers which in the long run may cost the importer or agent colossal amounts of money in terms of demurrages (Wanyama, 2017).


A study by Lamarque (2019) which focused on the ongoing issues at the Mombasa port revealed that division of roles at the different departments in customs clearance to smaller facilities around the city had resulted to more problems of malpractice accusations and oversight. Often, there have been cases in court related to smuggling and corruption which has led to closure or sale of personal dry ports. An example of this is the ongoing matters in court involving closure of container freight stations accused dealing with contraband goods and evading tax at the Mombasa port. This dispute claims that dry ports are able to remove the burden on port authorities and
does not explain the overloading, mishandling, and fraudulent documentation taking place in the facilities (Lamarque, 2019).

Empirical Literature Review

Effective Utilization of M&E Systems

Analysis of M&E systems in Brazil, China, Chile, South Korea, Hong Kong, Colombia, and Malaysia point to important benefits of what occurs when an M&E system becomes whole from an intervention level monitoring viewpoint (United Nations Children’s Fund [UNICEF], 2016).

The different parts of an M&E system are linked well in Chile and Brazil (UNICEF, 2016). The benefit of all the parts intercommunicating and functioning well under one M&E system is introducing similar standards and classification structures utilizing similar coding for efficient monitoring. This benefit can reduce process duplication of gathering information. Furthermore, the accessibility of an M&E framework as a component of the national education sectors can assist in connecting different parts of M&E under one framework, thus making the M&E system more effective and efficient. For instance, Palestine and Lebanon have M&E frameworks as part of the education sector strategies (UNICEF, 2016).

According to Ngatia (2015), M&E was perceived as a technical tool designed and utilised by technical persons. However, similar to quantitative data, the end goal of M&E is to give decision makers valuable information. Monitoring and evaluation is a systematic process which assesses the progress of continuing activities with the aim of identifying any challenges for undertaking corrective action early (WHO, 2008). Monitoring and evaluation measures the efficiency and effectiveness of an intended outcome of an intervention. Monitoring gives a description in a nutshell of what is occurring at a point in time. It is an ongoing and regular management activity through
its consistent record-keeping that gives data to a manager in a regular fashion. Evaluation is, on the other hand, a deeper analysis on the achievement of a goal for a programme, plan, or policy (Ferdaus, 2016). Monitoring and evaluation should be considered at the start of an intervention similar to the budgeting process. Policy makers should consider assigning about 10% of entire budget towards evaluation activities of a plan, policy, or programme (WHO, 2008).

Sanga, Kadeghe, Nicodemus, and Kilima (2013) examined the requirement of a monitoring and evaluation system in a higher education institution in the context of a developing nation. Qualitative and quantitative approaches to data collection and analysis were adopted in an action research design. Focus group discussions were used to collect information from participants of a workshop to determine user requirements for an M&E system. The authors endeavoured to develop a web–based monitoring and evaluation system to supplement traditional projects of monitoring and evaluation systems. This web-based system was put to the test and accepted as reference system for other firms engaged in M&E for interventions consisting different schemes or projects (Sanga et. al., 2013).

A study by Ndungu, Gathu, and Bomett (2015) showed evidence that an M&E system has been incorporated in the education sector at Githunguri in Kiambu County in Kenya. The study investigated the influence of monitoring and evaluation on effective learning and teaching. A survey research design was applied which targeted 750 teachers, 30 principals, 150 heads of departments (HoDs), 120 class prefects with each stream represented by a class prefect among 30 public secondary schools. Simple random sampling technique was used to select 187 respondents. A questionnaire was used for data collection. The validity of the instrument was determined by discussing the instrument with peers. The study established that schools should focus on
monitoring of school attendance for students and teachers as it influences learning and teaching process.

Barasa (2014) conducted a research on the effect of M&E tools on project completion. A descriptive method was used as the research design. The target population was 130 staff members of universities. The sample was selected using stratified random sampling. The study found out that M&E teams in University of Nairobi have been trained on monitoring and evaluation and thus actual M&E staff capacity. M&E skills of the staff conducting M&E of construction and building projects at the University of Nairobi were realized to be effective and efficient. The study recommended that organizations should deliberate on institutionalization of M&E, and come up with an M&E Unit, which will in turn enhance project performance.

Wanjiru (2013) studied the factors influencing usefulness of M&E systems in Nairobi County Non-Governmental Organisations (NGOs). The target population was 200 NGOs. Stratified random sampling method was used to select the sample for the study. A questionnaire was used to gather the needed data as per the variables of the study. NGOs were found to utilise different techniques and tools in their M&E systems. The commonly used being logical framework, participatory approaches, and strategic planning frameworks, site visits, and evaluation surveys. The applicability of the tools and techniques to most of respondents in the study was found to be difficult. The study recommended that M&E staff and project managers in charge of M&E systems should recruit staff with needed technical expertise and provide training for them to be able to handle the M&E systems effectively.

Performance measurements, monitoring, and evaluation have always been part and parcel of infrastructure development within the Canadian federal government (Lahey, 2015). Lahey on his study analysed the M&E system of the Canadian
government. He highlighted that the Canadian M&E system structure comprises of evaluation of guidelines, policy and standards, emphasis on M&E tools of measuring performance, and internal evaluation departments in many federal agencies with central leadership. The study identified the Treasury Board Secretariat, as the body that gives formal support and guidance to units in developing programme-level and unit performance measurements frameworks and continuing performance monitoring systems. The Office of the Auditor General is also an important office in the M&E system which occasionally reports, monitors, and reports back to parliament on the functions of the different parts of the M&E system (Lahey, 2015).

According to Lahey (2015), some lessons were learnt from the review of the utilization of M&E in Canada such as, M&E is not supposed to be seen as end in itself. As such, when considering needs for training, it is crucial to ponder not only the technical aspects of the training but also the orientation and training of non-technical officials. Use and building of capacity in M&E needs more than technical skills and resources but also sustained commitment and political will.

Benefits of a Monitoring and Evaluation System

One of the most complex M&E systems is run by Brazil. The system caters for demands of M&E systems at three levels: municipal, state, and federal. These M&E systems have changed to make sure that all parts, such as the Education Management Information System, the Financial Management Information System, and the Student Assessment System are interrelated and functioning in a coordinated way (Elacqua & Alves, 2014). In Chile, the different parts of the M&E systems, the Financial Management Information System, the Education Management Information System, and the School Inspection Evaluation System are well designed to take care of the community and all stakeholders (World Bank, 2007). The Adjusted Voucher Law (Ley
SEP) was created to improve the accountability level of schools based on their performance where parents utilise the school information system to make decisions that are informed on the best schools for their children (Elacqua & Alves, 2014). These aspects are due to the M&E system being decentralised. In Pakistan, a decentralised M&E contributed to the gathering of education data which is disaggregated to gender. This has resulted to monitoring on the participation of girls in Punjab province (World Bank, 2007).

Muchelule (2018) investigated the effect of monitoring practices on performance of projects in Kenyan state departments. A descriptive survey was applied. The target population for the study was 187 state corporations. Simple random sampling was employed in order to arrive at 65 state corporations who formed the sample size of the research work. The study relied on secondary and primary data from questionnaires and reviews of both theoretical and empirical literatures. The M&E system was found to provide budget plan and specify the provision of technical experts and informing project and government management on its execution (Muchelule, 2018).

A study whose goal was to establish whether an effective monitoring structure can help with ideas through the project target was carried out and was also to establish if the systems in place were suitable and perfect and can be actualized. The study found out that adoption of monitoring practices positively influences project performance in Kenya State Corporations. The study recommended a proper adoption of monitoring policy which will ensure that it is properly anchored within organization’s project performance.

A recent study by Malomba (2017) on influence of M&E systems in project implementation revealed that M&E system would be used to lessen fear in governments and organisations and in its place encourage an environment where lessons can be learnt
from past errors, and consequently make corrections whilst creating knowledge on the way. A descriptive research design was applied. The population and sampling frame comprised 10 NGOs. The sample size of the study was 150 NGO workers, 75 implementers and 75 monitoring and evaluation personnel. Primary information for the study was gathered through a questionnaire. The study established that a well-made M&E system can make sure that a reliable approach to the gathering, analysis, and utilisation of information which would allow the different parts in an organization is able to advance their own answers in reply to their specific situations (Pasanen & Shaxson, 2016). The M&E framework was also found to test the hypothesis to control if the project’s outputs and interventions contribute to the expected outcome (Chaplowe, 2008). Additionally, M&E frameworks were found to have the potential of helping directors to recognize program shortcomings and make a move to correct hence save on resource wastage (Kusek & Ritz, 2004).

Phiri (2015) conducted a study that set out to determine the effect of M&E on project performance. The study found that only through M&E can performance of projects be judged, and adjustments made to enhance performance. A mixed research design method was used to establish the relationship between project performance and M&E (Phiri, 2015). M&E planning which is a factor of M&E framework was found to serve as a blueprint of project M&E by outlining measures for adherence to project design. Further, M&E training was found to facilitate the comprehension of responsibilities and roles that enhance project performance (Phiri, 2015). Training was also found to prepare M&E employees for their roles before as well as equip them on how to get data more precisely. Both planning and training in M&E frameworks were found to have a significant correlation to project performance. The study recommended
full and systematic implementation of the M&E in order to influence project performance (Phiri, 2015).

Nyakundi (2014) investigated factors that influence implementation of M&E processes in projects funded by donors. A descriptive research design was applied in which the population comprised project stakeholders and staff of Gruppo per le Relazioni Transculturali. The study reviewed some literature which established that project managers were not clear on the corresponding approach and purpose needed to achieve program needs. Further, it was found out that M&E could be utilised to show project compliance with need parametric and to show donors, funding agencies, or the public that resources were efficiently used. The study further recommended that M&E indicators should be well structured to evade weak M&E (Nyakundi, 2014).

Hauge (2007) maintained that M&E systems are made to improve the pace at which development is achieved. M&E therefore gives perspective to stakeholders in reaching their goals. Mackay (2007) points out that governments create M&E systems that provide support to governments’ main activities such as management of programmes, agencies, and ministries, national planning, and budget process, give information to ensure accountability.

Lange and Luescher (2003) recommended that M&E system should evaluate and monitor to what extent, whether, how, and what costs the policy objectives, goals, and vision are being understood at the institutional and systematic level. Mackay (2007) insisted that the goal of government M&E systems is not to generate huge volumes of performance data but instead to reach an intensive use of M&E findings which are available and ensure cost effectiveness in the use of M&E system in backing the government essential functions.
Nisa, Javed, and Akhtar (2015) examined the link between two important measurements of project performance measurement system and success of projects among NGOs in Pakistan. Data was collected using a self-administered survey among project staff on project design practices and M&E among NGOs operating in the health sector. The findings revealed that standardized M&E practices can help control and integrate project activities in order to timely achieve project goals. Further, M&E systems were found to contribute more in enhancing project success rate compared to project design in the NGO sector. The study recommended that NGOs need to build up M&E and project design to enhance project execution to increase chances for projects’ success.

Otieno (2000) studied the roles of M&E in projects and found that M&E was utilised to measure progress of programme activities based on earlier developed indicators of success and schedules. This involved identification of factors that accounted for progress of activities or output production success, measuring the earlier reactions and responses to project activities and their direct short-term impacts. The study suggested that there was need for advanced education of project managers on various aspects of M&E so as to inspire them to utilise M&E tools both correctly and frequently (Otieno, 2000).

Challenges affecting the Effectiveness of M&E System

There were significant challenges to establishing an adequate M&E system and these are often based on the different parts of synergy and coordination between sub-systems (Mthethwa & Jili, 2016). In Sri Lanka, Sivagnanasothy (2014) reported that the distribution of M&E findings is a major problem. M&E institutions and the institutions engaged in M&E operate in isolation and lack adequate formal feedback management system to combine lessons into the design and planning of new
interventions. These institutional breaches go against the goals of M&E and it is thus required that there be established strong associations between planning, reforms, allocation of resources, functions, policy formulation, budgeting and M&E. The Sri Lankan authorities have identified the requirement to create strong feedback system since feedback was the worst activity in the project cycle which needed to be addressed (Sivagnanasothy, 2014).

In Africa, Mackay (2007) on his study on building effective M&E systems for government support found that the challenge being faced by African nations was not creating new systems but rather improving and rationalising the existing systems. Other challenges that were found to face M&E frameworks were as follows: lack of a single window customs’ system; a need to spell out responsibilities and roles of the institutions; lack of a clear conceptual framework; lack of clear relationships between evaluation, budgeting, planning, frequency and availability of data; and controls in data quality (Mackay, 2007).

The success of any monitoring and evaluation system was greatly pegged on political will (Pasanen & Shaxson, 2016). People’s mind-set changes every time there is a new government coming on board as people in the new government have different political manifestos, leadership styles, different objectives and a focus on their own deliverables during their tenor which could be totally different from the immediate past regimes (Pasanen & Shaxson, 2016). Consequently, the implementation of the system across the different government institutions weakened in the absence of institutional structure and effective leadership causing the system to operate less effectively. An example of such a sector was found to be the ministry of foreign affairs whose targets could not be easily measured (World Bank, 2008).
Lack of qualified skilled and experienced staff also posed a challenge in the implementation and running of the monitoring and evaluation system at Kenya Trade Network agency. Majority of the staff are trained but quite a number lack the basic IT skills needed to perform the various duties in the running of the organization to ensure quality service delivery (Muchelule, 2018). The professionals and skilled and qualified individuals are poorly distributed in the organization, majority are acting in senior management team capacities, while the less qualified who mainly interact with the system, are the executors of daily tasks put in place to ensure seamless flow of work-related activities.

A study by Mthethwa and Jili (2016) focused on the challenges limiting the successful execution of M&E in Mfolozi municipality (the equivalent of an urban centre in Kenya) in South Africa. A qualitative research design was used to describe, interpret, and explore the views of significant stakeholders engaged in M&E system execution. A desk research approach was used to collect information from the municipality’s integrated development plans and annual reports. The findings revealed that there was a shortage of financial resources and skills in M&E which resulted in M&E ineffectiveness.

Shikha and Zwane (2014) investigated the implementation of M&E system in South Africa’s municipal level of governance at the Sedibeng District Municipality (SDM), Gauteng Province. The study adopted a quantitative approach and targeted employees and residents of the municipality. A structured questionnaire was used to gather data on M&E and service delivery. The data was analysed using descriptive statistics and correlation analysis. The study found that there were challenges to the M&E system which included lack of human, technical, and financial resources in terms of infrastructure delivery.
Muzinda (2007) sought to establish the effectiveness of HIV/AIDS projects executed by NGOs in Gaborone in lieu of their M&E system. The study was comparative in nature and contrasted M&E practices of sampled NGOs against best practices. The study also aimed to find out challenges of M&E. A survey was conducted, and a questionnaire was used to gather data from M&E staff and projects managers of NGOs. The findings showed the M&E practices were far from the best practices. The challenges faced included undertaking M&E of projects executed by NGOs, and ranged from lack of expertise, lack of baseline data, stringent reporting requirements from donors, and inadequate finances.

A study by Mulandi (2013) on the determinants of M&E system performance in NGOs found that the challenges that were faced by the systems were data processing, storage, results measurement in the top levels of a logical framework, and low selection of qualitative parameters for project activities. As a result, these challenges were found to influence project success. The study used research design and sampled 40 project officers and five project managers. The challenges were attributed to the absence of learning from the design of M&E systems.

In a study by Mushori (2015) on factors of M&E effectiveness on county government projects, the findings showed that M&E was included in the budget but lacked specific provision of M&E activities. Barasa’s (2014) research found that M&E inclusion in the budget and in strategic planning was important but most projects performed poorly or stalled due to underfunding of M&E. The study recommended that budgets should be inclusive and take into account all expenses and costs to be incurred by M&E activities. The study concluded that financial support was critical in operating and execution of effective and strong M&E system. The International Fund for Agricultural Development (IFAD, 2002) realised that most low-income nations faced
the challenges of executing a good M&E system owing to lack of control on the financial resources.

Mutua, Musomba, Kerongo, and Kilika (2013) sought to determine the factors contributing to effectiveness of M&E in Constituency Development Fund projects. The study adopted a descriptive research design where quantitative and qualitative approaches were used to collect and analyze data. The sample for the study was project management committee members mandated for M&E activities and other senior officials of the fund. The challenges facing the M&E of Constituency Development Fund projects ranged from limited participation of primary stakeholders, lack of training, political interference, lack of clarity on institutional framework, and poor incorporation of M&E activities into the budget.

Recommendations for Strengthening M&E System

Kusek and Rist (2004) established some important aspects that can be adopted to enhance results of an M&E framework. One of these is harmonizing and coordinating the M&E systems with civil society, bilateral and multilateral donors, and UN agencies. Further, the establishment of the National Development Plan is also highlighted to be a main ingredient for creating results-based M&E in some countries such as the Kyrgyz Republic. It is also suggested that governments should consider extending evaluation responsibilities down to the local level. Piloting of M&E systems is also endorsed for developing nations, notwithstanding the strategy used. Kusek and Rist, (2004) recommend that introduction of an M&E system in a nation is conducting a test among one or two state departments. The design of a more stable M&E system would need some alignment, interdependency, and coordination among several governmental levels.
Nisa, Javed, and Akhtar (2015) examined the link between two important measurements of project performance measurement system and success of projects among Non-Governmental Organizations (NGOs) in Pakistan. Data was collected using a self-administered survey among project staff on project design practices and M&E among NGOs operating in the health sector. The study recommended that NGOs should strengthen project design and M&E in order to improve project implementation as well as the chances for project success.

Mthethwa and Jili (2016) study focused on the challenges limiting the successful execution of M&E in Mfolozi municipality (the equivalent of an urban centre in Kenya) in South Africa. A qualitative research design was used to describe, interpret, and explore the views of significant stakeholders engaged in M&E system execution. A desk research approach was used to collect information from the municipality’s integrated development plans and annual reports. The study recommended employing and retaining highly skilled workers from an increasingly dynamic labour market. The municipality was to further consider involving the local community in the planning and roll out of projects to ensure their success.

Mulandi (2013) examined the determinants of M&E system performance among NGOs. A descriptive research targeting 40 project officers and five project managers was adopted. The findings revealed that it was in the best interest of NGOs to make initial assessments of the nature and direction of the projects’ impact by conducting case studies among the beneficiaries during the lifecycle of the project. The research also recommended that the NGOs should review M&E systems to take care of needs that arise in the use of software in analysis and make room for corrective actions of the M&E plan when the strategy changes.
Magondu (2013) investigated how staff participation, management commitment, financial availability, and needed skills contribute towards execution of M&E systems in HIV research projects. A census survey design was applied where a questionnaire was the data gathering tool. The results showed that management commitment was found to be influential on implementation of M&E since financial availability was the basic resource for any organization upon which other resources can be acquired. The study recommended that staff required to be equipped with skills for success and performance. The organisations also needed to find approaches to raise funds to support M&E and the setting up an M&E unit for efficiency and effectiveness.

Barasa (2014) conducted a research on the effect of M&E tools on project completion. A descriptive method was used as the research design. The target population was 130 staff members of universities. The sample was selected using stratified random sampling. The study recommended that firms should consider institutionalizing M&E, and coming up with an M&E Unit which will in turn enhance project performance.

Wanjiru (2013) studied factors influencing usefulness of M&E systems in Nairobi County NGOs. The target population was 200 NGOs. Stratified random sampling method was used to select the sample for the study. A questionnaire was used to gather the needed data as per the variables of the study. The study recommended that the project managers and M&E staff in charge of the M&E systems should employ staff with the requisite technical expertise and offer them training so they are able to handle the M&E systems effectively.

Muchelule (2018) investigated the effect of monitoring practices on performance of projects in Kenyan state departments. A descriptive survey was applied. The target population for the study was 187 state corporations. Simple random sampling
was employed to arrive at 65 state corporations which formed the sample size of the research work. The study relied on secondary and primary data from questionnaires and reviews of both theoretical and empirical literatures respectively. The study recommended proper adoption of monitoring policy which would ensure that it is properly anchored within organization’s project performance.

Nyakundi (2014) investigated factors that influence implementation of M&E processes in projects funded by donors. A descriptive research design was applied in which the population comprised of project stakeholders and staff of Gruppo per le Relazioni Transculturali. The study reviewed literature which established that project managers were not clear on the corresponding approach and purpose needed to achieve program needs. The study further recommended that monitoring and evaluation indicators should be well constructed to avoid poor monitoring and evaluation.

Otieno (2000) studied the roles of M&E in projects and found that M&E was utilised to measure progress of programme activities based on earlier developed indicators of success and schedules. This involved identification of factors that accounted for progress of activities or output production success, measuring the earlier reactions and responses to project activities, and their direct short-term impacts. The study recommended that further education should be given to many project managers in aspects of monitoring and evaluation so as to encourage them to use these tools often and correctly.

Conceptual Framework

A conceptual framework is a quick way for the researchers to propose the variables to be used and their relationship (Mugenda & Mugenda, 2003). The identified variables are conceptualized through graphs or flow chart that showcases the relationship. The main proponents of a conceptual framework are the independent and
dependent variables (Mugenda & Mugenda, 2003). In other instances, the conceptual framework will include intervening (mediating) variables which provide insight into the connection between independent variables and dependent variables. The effectiveness of the M&E system is considered as an independent variable as all resources, processes and expertise determine the system’s effectiveness or its unreliability. Speedy clearance of cargo is dependent on how effective the M&E system is. Finances, adequate expertise, routine M&E trainings and programme monitoring as well as M&E reporting are considered to be the intervening variables as they play a role in improving the system’s proper functioning.

![Conceptual Framework]

Figure 2.1: Conceptual Framework  
Source: Author (2020)
Discussion

In this study, the outcomes of the effectiveness of the M&E systems in service delivery by the Kenya Trade Network Agency was measured by evaluating whether the National Electronic Single Window system had improved its performance in cargo documentation. The effective utilization of the M&E system was considered as the independent variable while the speedy cargo documentation and clearance process was the dependent variable. The study sought to establish the relationship between independent and the dependent variables (speedy cargo documentation, and clearance process).

Independent variables considered for the study were use of M&E findings, M&E targets, M&E performance reporting and M&E training and knowledge. The use of evaluation findings and feedback to staff based on M&E set targets would play an important role in improving service delivery by Kenya Trade Network Agency. M&E training and knowledge would aide in improving staff performance and service improvement.

Regular training would build capacity amongst the staff of KenTrade in order to make the system more effective. Improved timelines for cargo documentation and clearance result to reduced costs and timelines, better trade experiences which attract more investors into the economy and better accountability. The intervening variables show the causal link between independent and dependent variables. Adequate finances and expertise, trainings on the system, routine programme monitoring and M&E reporting and use play a major role in system’s effectiveness and were considered as the intervening variables for this study.
Summary

This chapter has identified the theoretical literature that informed this study in its objective to analyse the M&E systems at Kenya Trade Network Agency in cargo documentation. This chapter has also given an overview of past findings that are related to M&E frameworks under the empirical literature section, and conceptual framework of the study was developed.
CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The specific techniques and procedures used to process, select, identify, and analyse information about a subject are referred to as the research methodology (Coopers & Schindler, 2008). This section comprises of the methods that were used to conduct the study. The sections contained in this chapter included the research design, population, target population, sample size, sampling technique, data collection instrument, pretesting, types of data, data collection procedure, data analysis plan, ethical considerations, and summary.

Research Design

Coopers and Schindler (2008) describe a research design as an outline that aids a study to answer the research questions. A descriptive research design was applied in this study. Descriptive research technique was used because it assists a researcher to present, summarise, gather, and interpret data for clarifying a subject (Orodho, 2003). Other M&E studies have utilized descriptive research technique. Wanjiku’s (2015) study on M&E features affecting performance of road infrastructural projects used descriptive approach since the study was gathering the facts and not manipulating the variables in investigating the influence of M&E factors on project performance. Kihuha (2018) used descriptive research to examine influence of M&E practices on performance of United Nations Environment Programme-Global Environment Facility (UNEP-GEF) projects in Kenya. The descriptive design was considered appropriate for this research as it provided a description of the M&E system of KenTrade.
Population

A population is defined as the total collection of units or entities/subjects which are of interest to a study (Kombo & Tromp, 2006). A population is a large group of subjects from which a sample is selected. In this research, the population comprised all the employees of Kenya Trade Network Agency (Smith, 2011). They comprised of project leaders, team leaders, senior managers, and casual employees. There are 368 employees throughout the country (KenTrade, 2018).

Target Population

Cooper and Schindler (2008) consider a target population as the entire group of units a study aims to make inferences from. Out of the 368 Kenya Trade Network Agency employees in Kenya, the target population was 86 employees working at the Head Office in Upper Hill in Nairobi County (KenTrade, 2018) as shown in Table 3.1.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Managers</td>
<td>14</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>26</td>
</tr>
<tr>
<td>Other Employees</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
</tr>
</tbody>
</table>

Source: Kenya Trade Network Agency (KenTrade, 2018)

Sample Size

In this section, the sample size was discussed, which is considered as a part of the total population (Mugenda & Mugenda, 2003). A sample is also taken to be a finite representation of the population of interest in a study (Orodho & Kombo, 2002). A sample size permits researchers to design their study in good time and assess the financial repercussions before undertaking the study. In this study, the target population was small, thus census sampling technique was employed to arrive at the desired sample. In census approach, data is collected from all elements of the population.
Table 3.2 shows the sample size of this study as 86 employees at Kenya Trade Network Agency at the Upper Hill Head Office located in Nairobi County- Kenya.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percent</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Managers</td>
<td>14</td>
<td>100.0</td>
<td>14</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>26</td>
<td>100.0</td>
<td>26</td>
</tr>
<tr>
<td>Other Employees</td>
<td>46</td>
<td>100.0</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td></td>
<td>86</td>
</tr>
</tbody>
</table>

Source: Kenya Trade Network Agency (KenTrade, 2018)

**Sampling Techniques**

A sampling technique is a procedure in which a prearranged quantity of observations is selected from a larger population (Collins & Hussey, 2006). The census sampling technique involves selecting each item in the population (Battagalia, 2008). The method was preferred because each unit of analysis in the target population of 86 employees was studied. This type of sampling was also chosen because all the categories of employees identified in the target population had relevant information regarding the study.

**Data Collection Instruments**

Kothari (2004) described data collection instruments as tools that are utilized by a researcher to collect data from the selected sample size. The common tools that are frequently used by researchers include questionnaires, interview guides and focus group discussion groups, among others. The study used a structured questionnaire which is a data collection tool with a series of questions to which the selected respondent record answers to the questions asked to the best of their knowledge and understanding of the phenomenon under study.
Battaglia (2008) said that the questions in a questionnaire follow a fixed scheme to gather individual data for every variable under study. The statements or questions in the questionnaire are usually short and are either recorded by respondents or interviewers. Therefore, this study used a questionnaire with both closed ended and open-ended questions to collect the needed data from 86 employees of Kenya Trade Network Agency.

Types of Data

This study utilised both primary and secondary data. Primary data is data gathered from the information source which has not been analysed before (Brief, 2012). The primary data was quantitative and qualitative in nature since the instrument of data collection used allowed collection of both qualitative and quantitative data. Quantitative data was gathered through the close-ended questions while qualitative data was gathered through the open-ended questions in the questionnaire. On the other hand, secondary data is the already existing data collected by some other people different from the researcher (Given, 2008). Secondary data was sourced from publications, books, and articles.

Data Collection Procedures

Eighty-six copies of the questionnaire were self-administered to respondents after being dropped to them by two trained research assistants. After two working days, the research assistants collected all the filled in questionnaires as per the agreement between the research assistants and the respondents. In cases where follow ups were needed, the research assistants were able to do so. The cost of self-administered questionnaires was both affordable and effective.
Pretesting

Pretesting is the process whereby an instrument is verified from a sub-set of a sample of respondents before the final or actual study so as to recognize any issues such as vague wordings or a questionnaire that is taking too long to administer (Saunders, Lewis & Thornhill, 2007). The pretest aimed to establish the consistency, accuracy, and appropriateness of the research tool used in this particular research (Saunders et al., 2007).

Newing (2010) stressed that the significance of field pretesting cannot be overemphasized. It facilitates the preparation of tools of data collection that the respondents will be able to understand or interpret in the same way; they should not be too short or too long and should be able to elicit useful information for the study. The purpose of pretesting is to detect weaknesses in design and implementation (Cooper & Schindler, 2006). In the same breath, Sekaran (2002) adds that pretests are essential for determining the reliability and validity of instruments. In this study, the questionnaire was on 9 respondents to ensure relevance and effectiveness in collecting data.

The pretesting method employed was the individual administration of the questionnaires to determine the effectiveness of the same. Sekaran (2008) recommends at least 10% of participants for the individual interview pre-test method. The 9 respondents were randomly selected personnel responsible for strategy evaluation and control practices at department of M&E in the Ministry of Devolution and Arid and Semi-Arid Lands (ASALs).

The Ministry of Devolution and Arid and Semi-Arid Lands was preferred since it had in the past incorporated an M&E system in its process flow to monitor various projects executed in the current and the past devolution strategic plans. Improved
Service delivery to the citizens is also a common denominator for both the Ministry of Devolution and ASALs and Kenya Trade Network Agency.

Data Analysis Plan

Burns and Grove (2003) described data analysis as an approach that involves organizing and reducing data to identify results that need to be interpreted. According to Huck (2007), processing data involves translation of questionnaire responses into a standard that can be used to generate statistics. This involves coding, editing, data entry, and analysis. After quantitative data was collected, it was edited, coded, categorised, and entered into a computer using Statistical Package for Social Sciences (SPSS) Version 21. The descriptive statistical analysis which included frequency distributions was done. Qualitative data derived from open-ended questions in the questionnaire was analysed according to emerging themes and presented in prose to support the quantitative findings. These findings were complimented by desktop analyses and data gathered from different documentations such as annual reports and was presented in continuous prose form.

Ethical Considerations

Ethical considerations are standards and principles that a study should incorporate in the course of executing a research. Approval to conduct the study was granted by the Department of Development Studies at Daystar University. Approval to conduct the study was also sought from the National Commission for Science Technology and Innovation and a permit was issued to collect and analyse data. DUERB approval was granted prior to conducting the research as well. A consent form was presented to the respondents for signing so ensure voluntary participation. The consent form highlighted issues such as anonymity, purpose, and usage of the study’s
findings. Also, it was made clear that the data collected would be used purely for research. Proper storage of data collected was observed in order to ensuring that participants were not put at risk due to poor data storage. Lastly, it was indicated that the data collected would inform the recommendations to the stakeholders which would then be part of the considerations for improving various institutional processes.

Summary

This chapter has outlined the research design, population, target population, sample size, sampling techniques, data collection instrument, data collection procedures, data analysis plan, and ethical considerations of the study.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter focuses on data analysis, interpretation, and presentation of the findings on the assessment of the use of Monitoring and Evaluation system at Kenya Trade Network Agency in cargo documentation in Nairobi, Kenya. Data collected was analysed using SPSS version 21. The descriptive statistics are summarised and quantitative data is presented in frequency tables, pie charts, and bar charts showing percentages and frequencies. Inferential statistics was utilized to establish the relationship between the independent variables and the dependent variables. The chapter comprises the following sections: the response rate of the study, demographic characteristics of respondents, effective utilization of the M&E system in cargo documentation at Kenya Trade Network Agency, benefits of using Kenya Trade Network’s M&E system in cargo documentation, challenges affecting effectiveness of M&E system, and recommendations for strengthening M&E system

Analysis and Interpretation

Response Rate

Out of the 86 copies of the questionnaire administered, 78 (90.7%), 78 were dully filled in and returned. However, 8(9.3%) were not properly filled and were rendered unsuitable for the study. The overall response rate was 90.7 %. Baruch (1999) deems a response rate above 90.0 % as excellent.

Demographic Characteristics of Respondents

This section covered the demographic information of respondents. This information included respondents’ gender, education level, department of respondent,
and years worked in respective departments. The gender of respondents helped the study to know the dominant gender at KenTrade. Education level assisted the study to identify the literacy levels of the respondents while the number of years worked at KenTrade facilitated the understanding of employee experience in their various department stations. The demographic information obtained was crucial for the study in understanding the different employee dynamics at KenTrade and the effects on M&E cargo documentation.

Gender of respondents

According to Figure 4.1, 52(67%) respondents were male while 26(33%) respondents were female. Amongst the 67% of the male respondents, 33.8% worked in the Trade facilitation department while 18% worked in the ICT department. Customer service department had 10% males and the legal office had 3%. Majority of the females worked in the customer service division while 10% worked in the HR and administration department. Trade facilitation took up 8% of the female population while ICT and legal offices took up 2% and 1% respectively. Majority of the employees at Kenya Trade Network Agency are male. However, there was fair gender representation in the company in line with Kenya Constitution (2010) threshold.
In addition, the researcher sought to find out the different departments at Kenya Trade Network Agency and to which department each respondent was affiliated. Both customer service and contact centre department and ICT department had an equal number of respondents, that is, 21(26.9%). This was followed by the trade facilitation department which had 17(21.8%) respondents. Next was the Human Resource (HR) and administration department with 14(17.9%). The department with the lowest number was the legal department with 5(6.5%) respondents.

Figure 4.1: Gender of Respondents
The researcher also sought to find out the respondents’ level of education. As shown in Figure 4.2, 33(43%) of the respondents were undergraduates, 32(40%) were postgraduates while 13(17%) had mid-level college education. These results implied that the employees in Kenya Trade Network Agency, Nairobi are well educated, hence, they understood the questions asked by the researcher.

Figure 4.3: Level of Education

Period respondents have worked in their respective departments

The results presented in Figure 4.4 show that 48(62%) respondents had experience of 2 to 4 years in their department, 21(27%) respondents had less than two...
years’ experience, and 9 (11%) respondents had more than 4 years working in their departments. These findings showed that most of respondents had worked in their respective departments for 2 to 4 years, hence, were well conversant with the company systems and so the information provided was a true reflection of Kenya Trade Network Agency.

Figure 4.4: Time Spent by the Respondents in Their Respective Departments

Effective Utilization of the M&E System in Cargo Documentation at KenTrade

The first objective of the study sought to assess whether there was effective utilization of the M&E system by the various departments in the cargo documentation process at KenTrade. The results presented in Table 4.1 show that there was no effective utilization of the system in the cargo documentation process as 55 (70.5%) respondents confirmed that they did not effectively use the system in their everyday interaction with the cargo documentation system while 23 (29.5%) respondents stated they used the system effectively.

Table 4.1: Effective Utilization of the M&E System in Cargo Documentation

<table>
<thead>
<tr>
<th>Training Offered</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>29.5</td>
</tr>
<tr>
<td>No</td>
<td>55</td>
<td>70.5</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Reasons for effective utilization of the M&E System in cargo documentation

The respondents who indicated that the M&E System was utilised effectively were asked to indicate why they held this opinion. As shown in Table 4.2, 8(34.8%) respondents held the view that M&E findings are documented for reference by staff, 7(30.4%) respondents held the view that M&E information was used to guide decision making, 5(9.3%) respondents indicated regular reporting was done and feedback received, while 3(25.5%) respondents indicated that M&E findings were used to report company performance.

Table 4.2: Reasons for Effective utilization of the M&E System in Cargo Documentation

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular reporting is done and feedback received</td>
<td>5</td>
<td>9.3</td>
</tr>
<tr>
<td>M&amp;E information is used to guide decision making</td>
<td>7</td>
<td>30.4</td>
</tr>
<tr>
<td>M&amp;E findings are documented for reference by staff</td>
<td>8</td>
<td>34.8</td>
</tr>
<tr>
<td>M&amp;E findings are used to report company performance</td>
<td>3</td>
<td>25.5</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Reasons for ineffective utilization of the M&E system in cargo documentation

The study was interested in establishing why respondents were not able to use the system effectively. Table 4.3 shows their responses which indicate that 15(27.2%) respondents cited lack of adequate training, 10(18.1%) respondents mentioned complex system use, 16(29.0%) respondents indicated poor system integration, 9(16.4%) indicated lack of commitment by managers, and 5(9.3%) respondents cited inadequate experience.
Table 4.3: Reasons for Ineffective Utilization of the M&E System in Cargo Documentation

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate training</td>
<td>15</td>
<td>27.2</td>
</tr>
<tr>
<td>Complex system to use</td>
<td>10</td>
<td>18.1</td>
</tr>
<tr>
<td>Poor system integration</td>
<td>16</td>
<td>29.0</td>
</tr>
<tr>
<td>Lack of commitment by managers,</td>
<td>9</td>
<td>16.4</td>
</tr>
<tr>
<td>Inadequate experience</td>
<td>5</td>
<td>9.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Benefits of using M&E System in Cargo Documentation at KenTrade

The study also sought to investigate the benefits of using the M&E system of KenTrade system in the cargo documentation. The study asked respondents to indicate whether there were any foreseeable benefits in using M&E System in cargo documentation and to show what these benefits were.

M&E System has benefited cargo documentation at KenTrade

The second objective of the study was to establish whether there were actual benefits in using an M&E system for cargo documentation. Table 4.4 shows 50(64.1%) respondents revealed that there were benefits for using an M&E System for cargo documentation compared to 28(35.9%) respondents who reported that the M&E system was not beneficial.

Table 4.4: Experienced Benefits of Using M&E System of KenTrade

<table>
<thead>
<tr>
<th>Benefits of using the M&amp;E system of KenTrade</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>50</td>
<td>64.1</td>
</tr>
<tr>
<td>No</td>
<td>28</td>
<td>35.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>78</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
Benefits of using M&E System at KenTrade

The respondents were asked to list some of the benefits that the M&E System had on cargo documentation. The findings reveal various benefits as indicated by the respondents: 13(16.6%) respondents process synchronization; 18(23.0%), reduced clearance times; 5(6.4%) respondents, cost reduction; 20(25.6%), timely and quality service delivery; and 22(28.4%), system efficiency; as shown in Table 4.5. These findings support other studies (Uzzaman & Yusuf, 2011; Onogwu, 2018; Hoffman et al., 2018) which showed that adoption of M&E system in port clearance and customer care had enhanced service delivery by reducing delays and as well as improving performance statistics by increasing efficiency of the clearance process.

Table 4.5: Benefits of Using the M&E System of KenTrade

<table>
<thead>
<tr>
<th>Benefits of M&amp;E system</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process synchronization</td>
<td>13</td>
<td>16.6</td>
</tr>
<tr>
<td>Reduced clearance time</td>
<td>18</td>
<td>23.0</td>
</tr>
<tr>
<td>Reduce costs of cargo documentation</td>
<td>5</td>
<td>6.4</td>
</tr>
<tr>
<td>Timely and quality service delivery</td>
<td>20</td>
<td>25.6</td>
</tr>
<tr>
<td>System efficiency</td>
<td>22</td>
<td>28.4</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Challenges Affecting the Effectiveness of M&E System at KenTrade

In objective three of the study, the researcher sought to find out the challenges that affected the M&E system in Ken Trade. To achieve this, the respondents were required to respond to various questions and from their responses, the following challenges were identified: insufficient funds, lack of expertise, absence of clear links, poor feedback, lack of conceptual framework, unavailability of data and frequency problem, and lack of capacity. These challenges were discussed in the subsequent sub-sections.
Insufficient funds

Table 4.6 shows that 45(57.7%) respondents reported that they had experienced challenges of insufficient funds while 33(42.3%) respondents were of the opinion that funds did not pose any challenge to KenTrade Agency. The respondents who reported insufficient funds as a constraint stated that the treasury section did not allocate enough money for M&E system and in a few cases inappropriate use of the money had been noted. Other respondents stated that there was no allocated budget line for monitoring and evaluation department even in the national treasury causing many ministries to have low regard for M&E. Hence, regarding allocation of funds for M&E functions, it was revealed the budget was always low. Respondents confirmed that over and above the insufficient allocation of funds, the little funds were misappropriated, hence the shortfall in the successful implementation and running of the system.

<table>
<thead>
<tr>
<th>Insufficient funds</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>57.7</td>
</tr>
<tr>
<td>No</td>
<td>33</td>
<td>42.3</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Lack of expertise

The study also sought to find out if the expertise at KenTrade was sufficient. Table 4.7 shows that 43(55.1%) respondents revealed there was lack of expertise while 35(44.9%) respondents indicated that there was sufficient expertise. The respondents who cited lack of expertise, mentioned a specific challenge mainly with absence of ICT maintenance skills especially in the ICT department. They also cited inadequate training sessions on the M&E system operations. Respondents confirmed that a gap existed in the skills required to keep the system running. To mitigate these challenges, the respondents made three suggestions: identifying the right trainers for the system,
ensuring funds allocated for training are used for the same and ascertaining financial accountability.

**Table 4.7: Lack of Expertise**

<table>
<thead>
<tr>
<th>Lack-of-expertise</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>55.1</td>
</tr>
<tr>
<td>No</td>
<td>35</td>
<td>44.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>78</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Absence of clear links between the various departments at KenTrade

The study sought to find out if there existed clear links between the different departments at KenTrade. Table 4.8 shows that that there no clear links as stated by 42(53.8%) respondents while 36(46.2%) respondents reported existence of clear links. Most of the participants supporting absence of clear links blamed it on the lack of cooperation between different M&E departments. The absence of clear links was also attributed to insufficient capacity for those tasked with the implementation of the M&E system at KenTrade. Study participants further highlighted a breakdown of communication and lack of collaboration between the heads of departments as leading to the absence of clear links between the various departments.

**Table 4.8: Absence of Clear Links between the Various Departments**

<table>
<thead>
<tr>
<th>Absence-of-clear links</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>53.8</td>
</tr>
<tr>
<td>No</td>
<td>36</td>
<td>46.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>78</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Poor feedback of the data collected

The results in Table 4.9 show the responses given in relation to feedback of data collected. A total of 56(71.8%) respondents reported that feedback of data collected was poor, implying that it was not effectively given to the necessary players to use it for informed decision making. On the other hand, 22(28.2%) respondents reported that no feedback was given after collection of data. The respondents argued that there was
a redundant data collection form whereby the information collected or sought was irrelevant to existing needs, making completion and navigation within an application in the M&E system cumbersome and time consuming. Study participants further observed that due to slackness at the managerial levels, or insufficient support from top managerial levels towards M&E, there were delays in the process of getting feedback., which led to poor feedback.

**Table 4.9: Poor Feedback**

<table>
<thead>
<tr>
<th>Poor-feedback</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>56</td>
<td>71.8</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>28.2</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Use of M&E framework

The study also sought to establish if there was an M&E framework at KenTrade. Table 4.10 shows that 67(85.9%) respondents said that there was no M&E framework in the M&E system while 11(14.1%) respondents said there was an existing conceptual framework which guided the M&E system. The implication here was that there was a framework in place, which was only known and used by a few employees. Respondents reported poor dissemination of key information regarding the existing conceptual framework in the M&E system. The bearers of this crucial information were either unwilling to relay or for some reason felt disempowered to relay company information, or lacked the opportunity to do so.

**Table 4.10: Lack of M&E Framework**

<table>
<thead>
<tr>
<th>Lack-clear-conceptual framework</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>11</td>
<td>14.1</td>
</tr>
<tr>
<td>No</td>
<td>67</td>
<td>85.9</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Unavailable M&E data from the system

On the issue of the frequent availability of data from the M&E system, the researcher found out that for 71 (91%) respondents, frequent availability of data was a challenge. On the other hand, 7 (9%) respondents did not find frequent data availability a challenge. The respondents who found frequent availability of data a challenge associated it with occasional delays in processing documents, which makes timely access of data difficult. They also revealed that even though the system had been automated, there were some manual supporting documents that were sometimes hard to find in order to ensure completion and availability of data. The researcher also noted that lack of expertise and insufficient personnel in the field of research contributed to the challenge of unavailability of data. Limited data collection options also contributed to the slow flow of data needed for analysis thus enhancing the single window system at KenTrade.

Table 4.11: Unavailability of Data

<table>
<thead>
<tr>
<th>Unavailability of data</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>71</td>
<td>91.0</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>9.0</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100</td>
</tr>
</tbody>
</table>

Lack of capacity

The findings of this study reveal that capacity was a challenge in running the M&E system. A total of 44 (56.4%) respondents agreed that capacity to implement the M&E functions in KenTrade was wanting. On the other hand, 34 (43.6%) respondents did not agree that there was insufficient capacity in the company as shown in Table 4.12. Those who reported lack of capacity as a challenge were of the view that this state of affairs led to lack of trust and collaboration between the agencies and relevant stakeholders in the functioning of the single window system and resultantly the cause of delays in cargo documentation.
Table 4.12: Lack of Capacity

<table>
<thead>
<tr>
<th>Lack of capacity</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44</td>
<td>56.4</td>
</tr>
<tr>
<td>No</td>
<td>34</td>
<td>43.6</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Recommendations for Strengthening Monitoring and Evaluation System

The respondents were asked to recommend the most suitable and appropriate strategies that could be adopted to improve M&E system at KenTrade in order to facilitate and attain better results in the Kenya Single window system. As presented in Table 4.13, 34(43.6%) respondents indicated that there was need to increase the capacity of the M&E system among employees while 7(21.8%) respondents indicated there was need for coordination and cooperation between the sub-systems of the M&E system for effective flow of information from one end to the other. Eight (10.3%) respondents recommended consensus building between the stakeholders of KenTrade through periodical sittings and conferences. Additionally, 10(12.8%) respondents proposed the need for facilitation for external visits outside Kenya to benchmark and borrow good practices of M&E in the operations of a single window system while 9(11.5%) respondents suggested the need for more trainings on the working of the single window system.

Table 4.13: Respondents’ Recommendations for Strengthening the M&E System of KenTrade

<table>
<thead>
<tr>
<th>Recommendations for strengthening Ken Trade’s M&amp;E system</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of Capacity</td>
<td>34</td>
<td>43.5</td>
</tr>
<tr>
<td>Coordination between subsystems</td>
<td>17</td>
<td>21.7</td>
</tr>
<tr>
<td>Consensus building between stakeholders</td>
<td>8</td>
<td>10.2</td>
</tr>
<tr>
<td>Benchmarking Visits</td>
<td>10</td>
<td>12.8</td>
</tr>
<tr>
<td>Frequent Trainings</td>
<td>9</td>
<td>11.5</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>100</td>
</tr>
</tbody>
</table>
Summary of Key Findings

The following were the key findings:

1. Kenya Trade Network Agency in cargo M&E System in Cargo Documentation at KenTrade was not effective due to inadequate training, complex system use, poor system integration, lack of commitment by managers, to capacity constraints.

2. A majority of staff perceived the M&E system as a benefit to their work. These benefits are process synchronization, reduced clearance time, cost reduction in cargo documentation, timely and quality service delivery, and system efficiency.

3. The dominant challenges affecting the effectiveness the monitoring and evaluation system of KenTrade in cargo documentation in Kenya were insufficient funds for the implementation and running of the M&E system, and lack of expertise.

Summary

This chapter presented data analysis, presentation, and data interpretation. The chapter comprised the following sections: the study’s response rate; demographic characteristics of respondents; effective utilization in facilitating of M&E system in cargo documentation; benefits of using the M&E system of KenTrade in the cargo documentation process; challenges affecting the effectiveness of monitoring and evaluation system; and recommendations for strengthening monitoring and evaluation system.
CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

The chapter presents the discussion of the findings, conclusion, and recommendations. The discussion comprises similar studies that reaffirm the findings of the study. The conclusion provides the judgments based on the research objectives, whereas recommendations were made based on outcome from the discussion and conclusion. In a nutshell, the chapter is a summary of the assessment of the use of monitoring and evaluation system in cargo documentation by Kenya Trade Network Agency (KenTrade).

Discussions of Key Findings

This research study was an assessment of the use of monitoring and evaluation system by Kenya Trade Network Agency in cargo documentation in Nairobi, Kenya. The objectives of the study were to assess if the M&E system of KenTrade is effectively utilized in facilitating cargo documentation; to investigate the benefits of using the M&E system of KenTrade in the cargo documentation process; to establish the challenges affecting the effectiveness of the M&E system of KenTrade in cargo documentation in Kenya, and to make recommendations on how to strengthen the M&E system in cargo documentation by KenTrade in Kenya. This section provides a discussion of findings based on the research objectives.

Effective Utilization of M&E System in Cargo Documentation

The first objective of the study was to determine the perceptions of staff on the effective utilization of M&E System in Cargo Documentation at KenTrade. The findings indicated that most respondents held the view that the M&E System was not
used effectively. The respondents were further asked to indicate some of the reasons for the ineffective use of the M&E System and the responses ranged from lack of adequate training, complex system use, poor system integration, lack of commitment by managers, to capacity constraints. This finding agrees with past studies which found that most organizations do not use findings from evaluations to improve their performance. One of the indicators of under-utilization of monitoring and evaluation systems is lack of use of evaluation findings from previous programmes. Using findings to improve performance is the main purpose of setting up an M&E System (Hardlife & Zhou, 2013).

The respondents who indicated effective utilization of M&E system gave several reasons for this, among them, that regular reporting is done and feedback received, M&E information is used to guide decision making, M&E findings are documented for reference by staff, and M&E findings are used to report company performance. According to Juma (2015), M&E utilization is assessed by the extent to which appropriate data are evaluated and used to inform decision-making and resource allocation. The utilization of M&E system has an impact on the organization, as it will lead to behavioural changes among individuals such as change in knowledge, attitude and behaviour. This will in turn affect organizational behaviour in terms of change in policy, planning procedures and programme implementation.

Benefits of M&E System in Cargo Documentation

The second objective of the study was to establish whether there were benefits in using M&E system in cargo documentation at KenTrade. The findings showed that a larger share of staff perceived the M&E system as a benefit to their work. These benefits are process synchronization, reduced clearance time, cost reduction in cargo documentation, timely and quality service delivery, and system efficiency. These
findings concur with past studies that found some practical benefits of using an M&E system in cargo documentation.

Studies that include Uzzaman and Yusuf’s (2011) research in Bangladesh confirmed that the institutionalization of a monitoring and evaluation system has, however, improved service delivery at the customs’ department with computerisation of most of the processes for greater accountability. In Nigeria, Onogwu (2018) found that there was a tremendous improved in port clearance owing to the institutionalization of monitoring and evaluation. In South Africa, Hoffman et al. (2018) reported that the establishment of a cargo M&E system in main ports and verification of declared values has had positive impacts with carefully selected indicators which have enabled the monitoring of reform progress and customs’ performance.

In Kenya, a study by Mavuti, Kising’u, and Oyoo (2019) on effects of project management practices on implementation of Kenya Ports Authority, reported that monitoring and evaluation played a vital role in determining the success in project implementation. The findings further revealed that the Kenya Ports Authority had adequate and proper monitoring and evaluation style that can make it succeed in implementation of project activities. This might explain why there is a growing interest globally for government agencies to adopt M&E systems and why M&E programs are being developed in many developing countries for accountability purposes as well as provision of tangible results (Mavuti et al., 2019).

Challenges Affecting Effectiveness of M&E System

The study also examined the challenges affecting the effectiveness of the monitoring and evaluation system of KenTrade in cargo documentation in Kenya. Some of the dominant challenges noted by the study were insufficient funds for the implementation and running of the M&E system, and lack of expertise. Here, some of
the employees felt the need to bring on board experienced employees especially in the
department of M&E. Poor feedback was another dominant challenge—the
communication between the M&E ground team and the board was not effective. The
study also found out KenTrade lacked the requisite capacity to support the functioning
of the M&E.

Some of the challenges such as poor communication among the persons
responsible for M&E are in line with the findings of United Nations Educational,
Scientific and Cultural Organization (2016) which stated that although many
countries typically have provisions for the M&E components as seen above, there is a
persistent a problem with co-ordination. They are constantly lacking strategies or
systematic mechanisms to ensure coordination of different systems for mutual
reinforcement that could create synergy and support for good performance.
Insufficient funds, another of the key findings, agreed with Chaplowe (2008), who
noted that although there are adequate funds for other programmes, lack of funds
earmarked for M&E is well known, and is responsible for weak performance of M&E
systems, contributing to failure of overall projects, in the long run.

Recommendations for Strengthening M&E System

The intervening variables show the causal link between independent and
dependent variables. Respondents recommended the need to increase the capacity of the
M&E with regard to the number of employees that could facilitate effective operations
focusing on results-oriented goals in the M&E system. Capacity building also sets
precedence for future employees to adapt the already established procedures of cargo
documentation at Kenya Trade Network Agency. Increase in allocation of funds would
ensure that there is no gap is created in the smooth operations of the M&E department.
This raise in funds would support funding for scheduled trainings for the
concerned departments and ensured proper functioning of the monitoring and evaluation system already in place. Procurement and set up of updated ICT infrastructure would also relatively support functions of the monitoring and evaluation system and its subsystems. The respondents also recommended the need for coordination and cooperation between the M&E sub-systems. Coordination and cooperation would ensure consistent flow of information from one end to the other. Collaboration between the agencies and relevant stakeholders in the functioning of the single window system was also recommended by the respondents. Trainings among the employees at KenTrade should be enhanced in order to promote competency. Scheduled trainings for all staff involved in the cargo documentation process would equip the team with capacity to effectively to execute their mandate. Those in leadership roles at KenTrade should also tasked with supporting the M&E system and its operations.

These recommendations were in concurrence with findings from past studies. A handbook by Kusek and Rist (2004) established some important insights that could be used to improve the results of M&E framework, like the need to harmonize and coordinate M&E systems. In the study, respondents recommended coordination and cooperation between the M&E sub-systems, as it ensured easy flow of information from one end to the other. On the recommendation of effective leadership, a report by Visser, Kusters, Guijt, Roefs, and Buizer (2014) showed that leaders had a critical role to play in providing support for evaluative thinking in their firms, and creating an enabling culture for evaluative thinking that allowed significant learning and reflection from past mistakes.
Conclusion

This study established the existence of the M&E system KenTrade as well as its effective utilization in the cargo documentation process. The monitoring and evaluation system in the agency had set local priorities. Most of the departments in KenTrade had set some targets and strategies on how to achieve the targets. Training at KenTrade had been done only to some extent. Record keeping has been put in place in various departments in the agency. The M&E system in the agency now has sub-sections, among them the M&E ground team and the board committee.

Monitoring and evaluation system in KenTrade has improved the functioning of the Kenya National Electronic Single Window System in cargo documentation by enabling periodical checks on the grounds by M&E field team, allowing the measuring of the progress of KenTrade single window system against established schedules and success indicators. The M&E system has also contributed to achievement of target times. Besides, the system has revealed the loopholes and weaknesses of the single window system thus enabling immediate actions to be taken and so improving service delivery. The system has also helped to improve good resource management practices, though more work still needs to be done on this front.

The M&E system in KenTrade experiences several challenges such as insufficient funds, lack of expertise, poor feedback, as well as lack of the requisite capacity to support the M&E functioning and activities. However, in spite of these challenges, the system has enabled the Kenya National Electronic Single window system to achieve some set time targets and improve customer satisfaction. In addition, the M&E has revealed some loopholes in the single window system which has enabled necessary measures to be taken and in so doing improve the operations of the single window system.
Recommendations

The study recommended that the respective M&E units in each department consider the incorporation or enhancement of the existing capacity by conducting more training. Further, it was recommended the agency should consider bringing internal or external experts who are well experienced in M&E to conduct the said trainings. All stakeholders involved in the implementation and proper functioning of the National Electronic Single Window System in Kenya such as the Kenya Revenue Authority, Kenya Ports Authority, Kenya Bureau of Standards, Kenya Plant Health Inspectorate Services, Kenya National Highways Authority, Pharmacy and Poisons Board, among others, should join hands to support the functioning of M&E system in the single window system. The study suggested that the stakeholders should formulate or employ an independent M&E organ that will exclusively focus on monitoring and evaluation activities. This will greatly improve the quality of M&E results at KenTrade.

The study further recommends that the Government of Kenya should budget for the financing of monitoring and evaluation functioning in KenTrade. The government could use the previous reports by the agency for budget planning. Donor agencies should consider chipping in to support the M&E system in several ways, especially in the areas of finances and expertise.

The M&E unit in KenTrade should develop a system of be accountable by periodic reporting to the board of stakeholders and the national M&E system in Kenya, for purposes of accountability. This will ensure accountability within the system and help the government in the budgetary procedures. The study also suggested that there is need to borrow more ideas from well-established M&E systems which guide single window systems across the world.
Recommendations for Further Research

This research study was an assessment of the use of monitoring and evaluation system by Kenya Trade Network Agency in cargo documentation in Nairobi, Kenya. The study suggests that a related study should be conducted to reveal the relationship that exists between factors such as funds, expertise, technology, capacity, and performance of the Kenya Single window system in cargo documentation.

The study further recommends studies on use of M&E systems in other state agencies engaged in cargo movement in Kenya. It also recommended further study in the use of monitoring and evaluation system in other government and non-government bodies in Kenya.
REFERENCES


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APPENDICES

Appendix A: Informed Consent Form

<table>
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<tr>
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<tr>
<td>1</td>
<td>I have been given the opportunity to ask questions about the interview and my participation.</td>
<td></td>
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<tr>
<td>2</td>
<td>I voluntarily agree to participate in this interview.</td>
<td></td>
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<tr>
<td>3</td>
<td>I understand I can withdraw at any time without giving reasons and that I will not be penalised for withdrawing nor will I be questioned on my decision to withdraw.</td>
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<tr>
<td>4</td>
<td>The procedures regarding confidentiality have been clearly explained to me (e.g. use of names, pseudonyms, anonymization of data, etc.)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Where applicable, separate terms of consent for interviews, audio, video or other forms of data collection have been explained and provided to me.</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Data usage from the research, subsequent publications, their sharing and archiving have also been explained to me.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I understand that other researchers may have access to this data only if they agree to preserve the confidentiality of the data and on condition that they agree to the terms I have specified in this form.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>I, along with the researcher, hereby consent to participate in the study.</td>
<td></td>
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</table>
Appendix B: Researcher’s Introduction to Respondents

Dear Respondent

My name is Rachael Mugure, a student pursuing a Master of Arts in Monitoring and Evaluation at Daystar University, Nairobi, Kenya. In order to fulfil the degree requirements, I am conducting a research seeking to assess the use of monitoring and evaluation system by Kenya trade net agency in cargo documentation in Kenya.

I am coming to you to request that you help me fulfil this dream by filling in this questionnaire best way you can. Rest assured that the information you will give will be used strictly for academic purposes. Also, I would like to assure you that the information you will provide shall be kept confidential and will in no way be used against you.

Further, to enhance confidentiality, you are not required to indicate your name anywhere in this form. Kindly follow the instructions given for every question. Please note that you are under no obligation to participate in this exercise, and so the decision to participate is totally voluntary.

The instructions for each question are provided. Kindly follow them to the best of your ability. While answering the questions, please be as honest and truthful as much as you can. In the event of any questions, clarification or need for assistance during this process, kindly contact the researcher using the contact information below.

Your kind cooperation is highly appreciated.

Thank you in advance.

Rachel Mugure Mbugua

Email: rachaelmmbugua@gmail.com Phone number: 0725774316
Appendix C: Questionnaire

Instructions

Kindly read and follow the instructions given in this questionnaire to respond to the questions.

(Use a tick to check the correct answer)

SECTION A: Social-Demographics Characteristics

1. What is your gender?
   - Male [ ]
   - Female [ ]

2. What is your highest level of education?
   - Post-graduate level [ ]
   - Undergraduate Level [ ]
   - Mid-level College [ ]
   - Secondary Level [ ]

3. Which department do you serve at Ken Trade Network Agency?
   - HR and administration department [ ]
   - Customer service and contact center [ ]
   - Trade facilitation [ ]
   - ICT department [ ]
   - Legal department [ ]

4. For how long have you been in that department?
   - Less than 2 years [ ]
   - 2 to 4 years [ ]
   - More than 4 years [ ]

SECTION B: Effective Utilization of M&E system in Cargo Documentation
5. Do you believe the M&E system in Cargo Documentation at KenTrade is effectively utilized?

Yes [ ]

No [ ]

6. If yes, please indicate the reasons for your response

Regular reporting is done and feedback received [ ]
M&E information is used to guide decision making [ ]
M&E findings are documented for reference by staff [ ]
M&E findings are used to report company performance [ ]
Other (Specify) .........................

7. If No, please indicate the reasons for your response

Adequate training [ ]
Complex system use [ ]
Poor system integration [ ]
Lack of commitment by managers [ ]
Capacity constraints [ ]
Other (Specify) .........................

SECTION C: Benefits of using M&E System in Cargo Documentation

8. Do you believe the M&E System in Cargo Documentation has any benefits?

Yes [ ]

No [ ]

9. If yes, please indicate the benefits of using M&E System in Cargo Documentation
SECTION D: Challenges affecting the effectiveness of M&E system in Cargo Documentation

10. Does KenTrade face the challenge of insufficient funds in the monitoring and evaluation section?

11. If yes, what causes the challenge of insufficient funds?

12. Does the monitoring and evaluation section in KenTrade face the challenge of lack of expertise?

13. If yes, what causes the challenges of lack of expertise?

14. Does the monitoring and evaluation system in KenTrade face the challenge of absence of clear links between planning, budgeting, and evaluation?

Yes [ ] No [ ]
15. If yes, what causes the absence of clear links?----------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------

16. Does the monitoring and evaluation system in KenTrade face the challenge of poor feedback of the collected data?
Yes [ ] No [ ]

17. If yes, what causes the challenges of the poor feedback of the collected data?--
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------
----------------------------------------------------------------------------------------------

18. Does the monitoring and evaluation system in KenTrade face the challenge of lack of a clear conceptual framework?
Yes [ ] No [ ]

19. If yes, what causes the challenges of the lack of a clear conceptual framework?-
----------------------------------------------------------------------------------------------
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20. Does the monitoring and evaluation system in KenTrade face problems with the availability and frequency of data?
Yes [ ] No [ ]

21. If yes, what causes the problems with the availability and frequency of data?---
----------------------------------------------------------------------------------------------
22. Does KenTrade system face the challenge of lack of capacity in monitoring and evaluation system?

Yes [ ] No [ ]

23. If yes, what causes challenge of lack of capacity in monitoring and evaluation system?

SECTION E: Recommendations for strengthening M&E system at KenTrade

24. What recommendations can you give on improving the effective use of M&E system at KenTrade?
Appendix D: Research Permit

NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION

Ref No: NACOSTI/P/18/44978/23784

Racheal Mugure Mbugua
Daystar University
P.O Box 44400-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Effects of the implementation of the Single Window Customs System to supply chain logistics at freight in time group” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 19th July, 2019.

You are advised to report to the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County,

The County Director of Education
Nairobi County,

Date: 19th July, 2018
THIS IS TO CERTIFY THAT:

MISS. SARAH MUGO MUGUHA
of DAYSTAR UNIVERSITY, 12227-000
Nairobi, has been permitted to conduct
research in Nairobi County

on the topic: EFFECTS OF THE
IMPLEMENTATION OF THE SINGLE
 WINDOW APPROACH TO SUPPLY
CHAIN LOGISTICS AT FREIGHT IN TIME
GROUP

for the period ending:
19th July, 2019

Applicant's
Signature

Permit No: NACOSTIP/18/44478/25784
Date Of Issue: 19th July, 2018
Fee Received: KES 1000
Appendix E: Plagiarism Report

Rachel Mbugua Thesis - 28.10.2020

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<tr>
<td>1</td>
<td>erepository.uonbi.ac.ke</td>
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<td>hdl.handle.net</td>
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<td>7</td>
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<td>8</td>
<td>erepo.usiu.ac.ke</td>
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<td>citeseerx.ist.psu.edu</td>
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28.10.2020
by Rachel Mbugua