MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF ANTI-DOPING PROGRAMS AT THE ANTI-DOPING AGENCY OF KENYA (ADAK)

[1] **Cheruiyot Susan Jepkosgei,** [2] **Dr. Musembi K. Annastacia**

[1]Masters Student, Jomo Kenyatta University of Agriculture and Technology
[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Anti-doping programs play a critical role in ensuring the integrity and fairness of sports in any country. In Kenya, where athletics has a prominent place in the global sporting arena, the importance of such programs is especially evident. However, anti-doping programs at the Anti-Doping Agency of Kenya (ADAK) face several significant challenges that undermine the effectiveness of their monitoring and evaluation efforts. The general objective of the study was to examine the influence of monitoring and evaluation practices on performance of anti-doping programs at the Anti-Doping Agency of Kenya. Specifically, the study sought to assess the influence of M&E reports on performance of anti-doping programs at the Anti-Doping Agency of Kenya and to evaluate the influence of budgetary allocation on performance of anti-doping programs at the Anti-Doping Agency of Kenya. This study was guided by Theory of Change (ToC) and Principal-Agent Theory. In this case, the study utilized a case study research design since it focused on a single institution, the Anti-Doping Agency of Kenya. The target population was 100 respondents including ADAK staff, management, and athletes. The researcher conducted a pre-test study with a set of 10 ADAK stakeholders selected randomly to help determine the reliability of the questionnaires before taking them to the field. Data analysis was done through use of descriptive and inferential statistics. Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Inferential data analysis was conducted by use of Pearson correlation coefficient, and multiple regression analysis. The study results were presented through use of tables and figures. The study concludes that M&E reports have a positive and significant influence on performance of anti-doping programs at the Anti-Doping Agency of Kenya. In addition, the study concludes that budgetary allocation has a positive and significant influence on performance of anti-doping programs at the Anti-Doping Agency of Kenya. Based on the findings, the study recommends that the management of anti-doping programs should implement a comprehensive data-driven feedback loop. This loop should systematically collect, analyze, and act upon insights from M&E reports to inform strategic decisions, optimize resource allocation, and strengthen program implementation.

Key Words: Monitoring and Evaluation Practices, M&E Reports, Budgetary Allocation, Performance of Anti-Doping Programs at the Anti-Doping Agency

Background study

Improved and effective sports management is a critical function in the contemporary market environment, considering the variety of stakeholders' involved and increased commercialization. These characteristics drive some athletes and their leaders to engage in unscrupulous practices to gain a competitive end. Consumption of performance-enhancing drugs, doping is among the leading illicit practices that stakeholders are finding challenging to control. The situation could be attributed to the substantial financial rewards athletes get to the vice's continuity, signifying that the commercialization of sports is the leading contributor (Terreros *et al*, 2022). Tsivitanidou et al. (2023) add that social expectations, glory, and fame associated with being the champion and holding a record motivate athletes to use substances in competitive sports. The phenomenon signifies that doping is due to a combination of intrinsic and extrinsic factors that adversely affect the quality of sport and raise ethical concerns.

Doping is an unsustainable practice since it is detrimental to sports development by limiting accountability and contributing to health issues among athletes. For instance, Pope Jr et al. (2014) noted that it is associated with a higher risk of mental health disorders, behavioural problems, dependence and addiction, weight loss, tremors, and cardiovascular issues such as high blood pressure, increased heart rate, stroke, cardiac arrythmia, and heart attack. Nonetheless, some stakeholders continue to engage in the vice, threatening the future of sport since it may attract decreased stakeholder interests, leading to substantial socioeconomic losses. Therefore, the vice is counter-productive, considering that the primary beneficiaries are the ones who will suffer most when parties, such as sponsors and fans, withdraw their support. The socio-cultural and economic benefits are only realised when people sustain interest in their preferred sports since sponsors depend on attendance to market their goods and services to the spectators and support services providers.

Monitoring and evaluation in competitive sports are crucial in promoting sustainability by ensuring accountability, transparency, and safety. Therefore, effective management of sports activities is central to realizing the goal of playing correctly and cleanly. Monitoring and evaluating anti-doping sports programs creates a point of reference in formulating appropriate interventions that increase the chances of realizing desirable outcomes (Dastbarhagh et al., 2023). Skarbalius et al. (2019) add that monitoring and evaluating sports management programs is a preventive and curative strategy for promoting transparency. Besides, it provides a platform for continuous improvement since comparing the expectations and outcomes helps stakeholders identify areas for improvement. Nonetheless, an effective monitoring and evaluation program depends on an in-depth understanding of anti-doping agencies' programs.

Kenya is among the leading WADA signatories due to its sporting prowess, particularly in athletics, and has a NADO to facilitate coordination of anti-doping activities and programs. The Anti-doping Agency of Kenya (ADAK) is the governing body. According to ADAK, Kenya is a signatory to several international agencies relating to anti-doping in competitive sports (ADAK, n.d.-a). For instance, it ratified the 2005 UNESCO Convention against Doping in Sports and World Anti-Doping Code 2015 Article 22. Hence, the government established ADAK as a state corporation to protect local athletes' fundamental rights to participate in competitive sports. The agency achieves the goal through the following programmes.

Anti-doping Education. The agency conducts awareness campaigns, including outreach programmes during deliberate workshops and sports competitions to dispense anti-doping information. In most cases, the exercises are targeted to increase effectiveness in boosting athlete and stakeholder knowledge levels (ADAK, n.d.-a). Besides, it conducts value-based education to instill positive values among children 16 and older. The partnership with the

Kenya Institute of Curriculum Development (KICD) aims to integrate anti-doping values within the primary and secondary school curriculum (ADAK, n.d.-a). The phenomenon signifies that the agency seeks to instill an anti-doping culture early to improve compliance.

In and out of Competition Testing. The program is centered on planning for effective and intelligent testing and maintaining the integrity and identity of the collected samples from the athletes until they reach the laboratory for testing. It also ensures that the procedure complies with the International Standards for Testing and Investigations (ISTI) (ADAK, n.d.-a). ADAK has a team of 52 sample collection personnel that collect blood and urine from athletes. Besides, it has established a Registered Testing Pool (RTP) comprising a group of high-priority athletes who must focus on In-Competition and Out-of-Competition Testing (ADAK, n.d.-a). Hence, they must regularly provide their whereabouts information to the agency under the Code and the ISTI's Article 5.6.

Results Management. The program highlights the processes that run from laboratory analysis, notification, and charge to the process resolution depending on whether Anti-Doping Rule Violations (ADRVs) have been determined. It begins with ADAK verifying that the results meet the relevant requirements to declare an Atypical Finding (ATF) or an Adverse Analytical Finding (AAF), confirming and verifying the athlete's contact information, and inviting the athlete to respond within a reasonable deadline (ADAK, n.d.-a). The Sports Disputes Tribunal (SDT) handles the adjudication process, which athletes can appeal through the Court of Arbitration for Sport (CAS).

Therapeutic Use Exemption. The program recognizes that athletes may test positive for banned substances when using certain medications. Therefore, the Therapeutic Use Exemption (TUE) may give athletes to use specific medicine, a process harmonized under the International Standard for Therapeutic Use Exemptions (ISTUE) (ADAK, n.d.-a). It aims to ensure that athletes have access to critical care when sick.

Whereabouts Management. An ADAK testing program enables it to test athletes within the RTP without advance notice when not in active competition. The program gathers information regarding the dates, locations, and times to facilitate out-of-competition testing (ADAK, n.d.-b). The athletes must update their information on the World Anti-Doping Agency's Administration and Management System (ADAMS).

Research and Development. The program is centered on gathering information on prevention measures and new violation practices to facilitate eradicating doping from competitive sports (ADAK, n.d.-b).

Statement of the Problem

Anti-doping programs play a critical role in ensuring the integrity and fairness of sports in any country. In Kenya, where athletics has a prominent place in the global sporting arena, the importance of such programs is especially evident (Ambatsa & Mutwiri, 2024). They not only help protect the health of athletes by preventing the use of harmful substances, but also uphold the country's reputation in international competitions (Obunga, 2023). Anti-doping efforts ensure that athletes compete on a level playing field, fostering trust and credibility in sports. As Kenya continues to produce world-class athletes, maintaining clean sports through effective anti-doping programs is crucial for safeguarding the nation's success and the values of fair competition (Gatimu, Gakuu & Nderitu, 2022).

Anti-doping programs at the Anti-Doping Agency of Kenya (ADAK) face several significant challenges that undermine the effectiveness of their monitoring and evaluation efforts. One of the primary issues is limited funding and resources (Ambatsa & Mutwiri, 2024). In 2023, the Kenyan government allocated a mere 0.1% of its sports budget to anti-doping efforts, which is insufficient to effectively combat the rising number of doping cases. This lack of funding

restricts ADAK's ability to conduct regular and extensive doping tests, particularly among athletes in less-publicized sports or remote regions (Obunga, 2023). According to WADA's 2023 report, Kenya conducted only 800 doping tests in 2022, far below the recommended number for a country with a robust athletics program. The inability to invest in cutting-edge testing technology, additional staff training, and educational outreach programs further hinders ADAK's ability to mount a comprehensive anti-doping strategy (Ambatsa & Mutwiri, 2024).

Another challenge that ADAK faces is the widespread lack of public awareness and education about doping and its consequences. A 2022 survey conducted by ADAK found that 38% of athletes in Kenya, especially those competing in lesser-known sports, were unaware of the substances listed on the World Anti-Doping Agency's (WADA) prohibited list. In particular, 41% of athletes in rural areas reported not knowing where to access information about anti-doping regulations (Gatimu, Gakuu & Nderitu, 2022). Additionally, a WADA study in 2021 revealed that 30% of Kenyan athletes had never participated in any anti-doping education program, underlining the gap in awareness and preventive measures. This lack of education makes it difficult to reduce incidents of inadvertent doping, as many athletes unknowingly consume banned substances, either through contaminated supplements or misinformation (Ambatsa & Mutwiri, 2024).

The systemic and cultural pressures within Kenyan sports also pose significant challenges to anti-doping efforts. Kenyan athletes, particularly in long-distance running, face immense performance pressure, contributing to a higher temptation to engage in doping (Obunga, 2023). A 2021 report from WADA noted that 12 Kenyan athletes tested positive for banned substances, a 10% increase from the previous year, and many of these cases were concentrated in long-distance events. The rise in doping violations highlights the impact of intense competition and the desire to maintain national dominance in athletics, which has led to a "win-at-all-costs" mentality (Gatimu, Gakuu & Nderitu, 2022). A 2020 study by the International Association of Athletics Federations (IAAF) found that 15% of Kenyan athletes, particularly in marathon and middle-distance events, had been approached with offers to use performance-enhancing drugs, further illustrating the challenge of combating doping in a culture where victory is often prioritized over ethics (Ambatsa & Mutwiri, 2024).

Monitoring and evaluation practices within anti-doping programs are essential to ensuring that these efforts are effective, transparent, and sustainable. Various studies have been conducted in different parts of the world on M&E practices and program performance. For instance, Ambatsa and Mutwiri (2024) assessed on monitoring and evaluation practices and performance of tuberculosis control programs. Obunga (2020) conducted a study on an assessment of monitoring and evaluation practices of plan Kenya and Gatimu, Gakuu and Nderitu (2021) researched on monitoring and evaluation practices and performance of county maternal health programmes. However, none of these studies focused on M&E reports and budgetary allocation on anti-doping programs at the Anti-Doping Agency of Kenya. To fill the highlighted gaps, the current study sought to examine the influence of monitoring and evaluation practices (M&E reports and budgetary allocation) on performance of anti-doping programs at the Anti-Doping Agency of Kenya.

Objectives of the Study

General Objective

The general objective of the study is to examine the influence of monitoring and evaluation practices on performance of anti-doping programs at the Anti-Doping Agency of Kenya

Specific Objectives

i. To assess the influence of M&E reports on performance of anti-doping programs at the Anti-Doping Agency of Kenya

ii. To evaluate the influence of budgetary allocation on performance of anti-doping programs at the Anti-Doping Agency of Kenya

Theoretical review
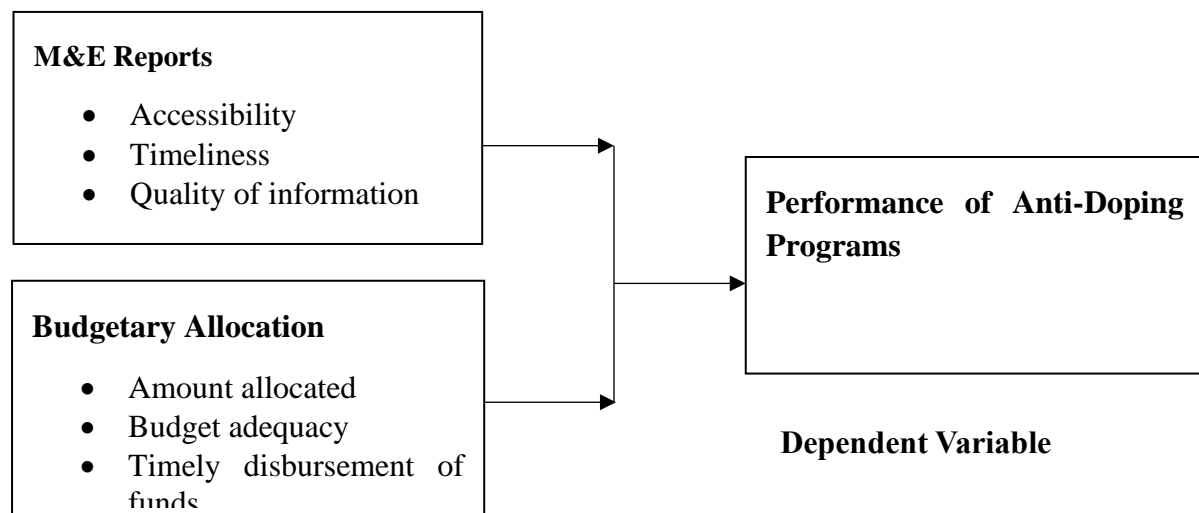
Theory of Change (ToC)

The Theory of Change (ToC) developed by Weiss (1995) is a conceptual framework used primarily in program planning, evaluation, and social change initiatives. It outlines how and why a desired change is expected to happen in a particular context (Shah, *et al*, 2022). At its core, a ToC articulates the relationship between the activities a program will undertake and the outcomes it aims to achieve. By detailing the pathways through which change occurs, it helps stakeholders understand the assumptions behind the program's strategies and how these strategies lead to the intended impacts (Issak & Silas, 2023). One of the key components of a Theory of Change is the identification of specific goals and outcomes. This involves defining the long-term objectives of the program and the intermediate outcomes that must be achieved along the way (Ouma, 2023). By mapping out these outcomes, stakeholders can create a logical sequence that shows how initial activities lead to short-term outputs, which in turn contribute to broader, long-term impacts. This clarity allows for better planning, as well as a more coherent framework for measuring progress and success (Makau, Lagat & Bonuke, 2021). Another important aspect of the ToC is its emphasis on assumptions and contextual factors. It encourages practitioners to articulate the beliefs and conditions that must hold true for the proposed change to occur. This might include social, economic, or political factors that could influence the success of the program (Kimani & Gathenya, 2023). By identifying these assumptions, stakeholders can engage in critical reflection about the feasibility of their strategies and adjust their plans accordingly. This element of the ToC fosters greater transparency and accountability, as it invites scrutiny of the underlying logic of the proposed interventions (Shah, *et al*, 2022). This theory was used to assess the influence of M&E reports on performance of anti-doping programs at the Anti-Doping Agency of Kenya.

Principal-Agent Theory

Principal-Agent Theory developed by Michael Jensen and William Meckling (1976) is a framework used in economics, organizational theory, and political science to analyze the relationship between two parties: the "principal" and the "agent." In this context, the principal is someone who delegates authority or tasks to the agent, who is responsible for carrying out these tasks on the principal's behalf (Yamoah, 2024). The theory primarily addresses the challenges that arise due to the differing interests and informational asymmetries between the two parties. The key concern in Principal-Agent Theory is how to design contracts and incentives that align the agent's interests with those of the principal (Tijani & Ihaza, 2021). The theory suggests that, due to information asymmetry, the principal cannot directly observe the agent's actions, leading to potential issues such as moral hazard (where the agent may act in their own self-interest at the expense of the principal) or adverse selection (where the principal might not be able to select an agent who aligns well with their goals) (Muriithi & Jagongo, 2020). This theory was used to evaluate the influence of budgetary allocation on performance of anti-doping programs at the Anti-Doping Agency of Kenya.

Conceptual Framework

A conceptual framework is a structured system of variables that guides the research process by illustrating the relationships between different elements or factors within a study. It provides a visual or written representation of the key concepts that are being investigated and the connections between them, helping to clarify the research variables. In this study the independent variables include; M&E reports and budgetary allocation while the dependent variable is Performance of Anti-Doping Programs.

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┌─────────────────────────────┐
│  M&E Reports                │
│                             │
│    • Accessibility          │
│    • Timeliness             │──────┐
│    • Quality of information │      │       ┌──────────────────────────┐
│                             │      │       │                          │
└─────────────────────────────┘      ├──────▶│  Performance of Anti-Doping│
                                      │       │  Programs                │
┌─────────────────────────────┐      │       │                          │
│  Budgetary Allocation       │      │       └──────────────────────────┘
│                             │      │
│    • Amount allocated       │──────┘           Dependent Variable
│    • Budget adequacy        │
│    • Timely disbursement of │
│      funds                  │
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Independent Variables

Figure 2. 1: Conceptual Framework

M&E Reports

M&E (Monitoring and Evaluation) reports are documents that assess the progress, outcomes, and effectiveness of a project, program, or intervention. These reports systematically track and evaluate the implementation of activities, measuring whether goals and objectives are being achieved according to the set timelines and targets (Issak & Silas, 2023). They typically include quantitative and qualitative data collected through various methods such as surveys, interviews, and observations. M&E reports provide stakeholders, including donors, project managers, and decision-makers, with valuable insights into the success of an initiative, highlighting areas of strength and identifying challenges or areas requiring improvement (Ouma, 2023). These reports also serve as a tool for accountability, learning, and decision-making, helping organizations adjust strategies and improve future interventions. Accessibility refers to how easily stakeholders can obtain and utilize the information provided through Monitoring and Evaluation (M&E) reports. For data to be useful, it must be accessible to those who need it, including project managers, donors, beneficiaries, and policymakers (Makau, Lagat & Bonuke, 2021).

Timeliness is crucial for M&E reports because the value of monitoring and evaluation data is greatly enhanced when it is shared in a timely manner. If the information is delivered too late, it may no longer be relevant or useful for decision-making, potentially leading to missed opportunities for course correction or adjustment (Issak & Silas, 2023). Timely reports allow project managers and stakeholders to assess the progress of ongoing activities and make any necessary adjustments before issues escalate. Furthermore, timely reporting enhances accountability, as it allows for regular check-ins on the progress of objectives and helps ensure that project timelines are adhered to (Ouma, 2023). High-quality information is clear, precise, and based on well-validated data collection methods, which strengthens the credibility and usefulness of the findings. It should be comprehensive and free of biases, presenting both successes and challenges faced during the project. Quality also involves

presenting data in a way that supports effective analysis, using appropriate indicators and benchmarks to assess the impact of activities (Kimani & Gathenya, 2023). Additionally, the information should be context-specific, reflecting the unique aspects of the project or program being evaluated.

Budgetary Allocation

Budgetary allocation refers to the process of assigning a specific portion of financial resources to different sectors, departments, or activities within an organization, government, or project. It is a key part of financial planning, ensuring that funds are distributed in a way that supports the organization's objectives and priorities (Keng'ara & Makina, 2021). Budgetary allocation involves assessing the needs of various departments or programs and deciding how much money should be dedicated to each based on factors such as urgency, strategic goals, and available resources (Osukuku & Muchemi, 2022). This process helps ensure that financial resources are used efficiently, supporting the smooth implementation of activities while also promoting accountability and transparency in the use of public or organizational funds. The amount allocated in a budget refers to the specific financial resources assigned to different programs, departments, or activities within an organization or project. It is determined based on the priorities and objectives of the organization, as well as the available funds (Keng'ara & Makina, 2021). The amount allocated should reflect the importance and scale of the activity or program, as well as the anticipated costs required to achieve the desired outcomes.

Budget adequacy refers to whether the allocated funds are sufficient to meet the objectives and requirements of a program or project. An adequate budget should cover all anticipated costs, including staffing, materials, operational expenses, and unforeseen contingencies. If the budget is not adequate, it can lead to delays, compromised quality, or even project failure (Keng'ara & Makina, 2021). Adequacy is also closely linked to realistic budgeting, meaning the estimates must be based on accurate projections and historical data. In cases where the budget falls short, adjustments must be made, either by finding additional funding sources or by scaling down activities. Ensuring budget adequacy is vital for maintaining the financial health and success of a project or initiative (Osukuku & Muchemi, 2022). The timely disbursement of funds is critical for the smooth execution of any project or program. It refers to the prompt release of the allocated funds at the right time to ensure activities can proceed without interruption.

Empirical Review

M&E Reports and Performance of Anti-Doping Programs

Shah, *et al* (2022) researched on information quality and their impact on operational performance of Pakistan's food processing SMEs. Primary data were collected through a structured questionnaire. A total of 302 food processing SMEs responded the survey. The study found a significant relationship between information quality and operational performance of Pakistan's food processing SMEs. The study concluded that information quality is significantly associated with operational performance.

Ouma (2023) investigated on the influence of M&E reports on program performance of selected nongovernmental organisations in Nairobi County, Kenya. The study adopted descriptive survey design. A sample size of 97 NGOs was selected using stratified sampling from a target population of 3650 NGOs. The study found that there is a significant relationship between M&E reports and program performance of selected nongovernmental organisations in Nairobi County, Kenya. The study concluded that M&E reports influence program performance.

Makau, Lagat and Bonuke (2021) assessed on the role of information quality on the performance of hotel industry in Kenya. The study adopted a survey design. The Target population was employees of 3 to 5 star rated hotels as classified by Hotel and Restaurants Authority (HRA) as its responses, with a sample of 324 from a population of 9,208 employees. The study found a positive linear relationship exists between information quality and hotel performance. The study concluded that information quality significantly influenced hotel performance to very a great extent.

Kimani and Gathenya (2023) examined on quality of information and performance of public universities in Kenya. The study used a descriptive research design comprising of qualitative and quantitative data. The target population comprised of 39 public universities in Kenya. The unit of observation comprised of 156 respondents comprised of management and subordinate staff. The study found that quality of information had a statistically significant effect on performance of public universities in Kenya. The study concluded that quality of information influence performance of public universities.

Budgetary Allocation and Performance of Anti-Doping Programs

Yamoah (2024) investigated on an assessment of budgetary allocation and performance in Madina Municipal Assembly Ghana. Descriptive research design was utilised in the study. For the purpose of selecting a respondent from among 56, the technique of simple random sampling was utilised. The study found that there was a positive and significant relationship between budgetary allocation and the performance of the Madina Municipal Assembly. The study concluded that budgetary allocation influence performance in Madina Municipal Assembly Ghana.

Muriithi and Jagongo (2020) examined on the effect of budgetary allocation on performance of the judiciary department in Embu County, Kenya. This study adopted a descriptive survey design. The target population comprised of all ICT officers, accountants, procurement officers, and human resource officers in Runyenjes, Siakago and Embu law courts. The study found that budgetary allocation affects the performance of judiciary positively. The study concluded that budgetary allocation positively influences performance.

Keng'ara and Makina (2021) researched on the effect of budgetary allocation on organizational performance: a case of marine state agencies, Kenya. The study utilized descriptive research design. The study was conducted in Mombasa County in Kenya. Target population was Heads of Department in Financial, Procurement Audit and Monitoring and Evaluation in Marine sector and Chief executive officers. The sample size of the study was 70 respondents. The study found that there was a positive significant relationship between budgetary allocation and organization performance. The study concluded that organization that craft well planned budget and adhere to it without a lot of political interferences realize better performance.

Osukuku and Muchemi (2022) conducted a study on budgetary resource allocation and performance of Busia County, Kenya. This study used a descriptive research design. The study targeted on 213 staff working in the 10 different departments in the headquarters of County government of Busia. Stratified random sampling was deployed for selection of 65 respondents from the population. The study found that budgetary resource allocation has a positive and significant effect on performance of the County government of Busia. The study concluded that budgetary resource allocation leads to an improvement in performance of the County government.

RESEARCH METHODOLOGY

Research Design

In this case, the study utilized a case study research design since it focused on a single institution, the Anti-Doping Agency of Kenya, to assess the agency's monitoring and evaluation of anti-doping programs. Rashid, Rashid, Warraich, Sabir, and Waseem (2019) opine that the approach is ideal for generating an in-depth and multifaceted understanding of complex issues occurring in a real-life context.

Target Population

The target group for the current investigation comprises ADAK stakeholders at the different levels of the organizational structure and influences its activities. For instance, the respondents included ADAK staff, management, and athletes. The inclusion of different categories aimed to gather detailed information that facilitated answering the research problem. In such a case, the current study investigates the implementation of monitoring and evaluation of anti-doping programs at ADAK.

Table 1: Target population

Target Group	Number of People
Management	10
Athletes	30
Staff	60
Total	**100**

Sampling Frame

Therefore, the current study utilized a stratified sampling technique that divided the target population according to their designation in the organization. The final participants were derived from each stratum. In such a case, according to Mugenda and Mugenda (2003), a sample size of 30% of the target population is sufficient for a study to answer the research problem.

$$\frac{30}{100} \times 333 = 99.9$$

$$= 99.9 \; participants$$

$$= 100 \; participants$$

Therefore, the study comprised 10 managers, 30 athletes, and 60 staff-level participants

Sample and Sampling Technique

Therefore, a stratified sampling technique was used to divide the target population into groups according to their distinctive characteristics. Howell, Su, Nassel, Agne, and Cherrington (2020) postulate that the technique increases sample representativeness by ensuring that all respondent groups, regardless of the number within a target population, are included in a study. Therefore, the target population was divided into responded groups from athletes, staff, and managerial level employees at ADAK

Besides the stratified sampling technique, the researcher utilized the purposive sampling method to gather data from each stratum. Ames, Glenton, and Lewin (2019) suggest that the non-probability sampling technique allows researchers to rely on their judgment when selecting population members to participate in a survey. Therefore, purposive random sampling was used to collect data from each of the highlighted ADAK stakeholders.

Data Collection Instruments

The study utilized questionnaires as the primary research instrument. According to Paradis, O'Brien, Nimmon, Bandiera, and Martimianakis (2016), research instruments are tools for gathering systematic and relevant data from a specific phenomenon to answer a research problem. They comprised closed and open-ended questions to collect in-depth information on implementing monitoring and evaluation programs at the Anti-Doping Agency of Kenya. Besides, they were adopted from a previous study and modified to suit the current investigation's objectives, strengthening their reliability and validity.

Pilot Testing

This refers to administering questionnaires or other research instruments to a small set of respondents from the population before the commencement of the full study. This is meant to identify potential problems with the research instruments so they can be corrected before they are taken to the field for actual research. This should be accompanied by identifying possible solutions to the problem identified (Office of the Auditor General Canada, 2017). The researcher conducted a pre-test study with a set of 10 ADAK stakeholders selected randomly to help determine the reliability of the questionnaires before taking them to the field. The analysis used Cronbach's alpha as the primary metric for internal accuracy and ensure reliability. The 10 represented 10% of the target sample and not comprised participants in the actual study based on Wanjala, Iravo, Otieno, and Shalle's (2017) recommendation. The pre-test study gave the researcher an overview of the participants to improve the preparedness for the final data collection exercise.

Data Analysis

The study collected quantitative data, where descriptive statistics was used to analyze the data using SPSS version 27. The output of descriptive statistics included percentages, frequency distribution, and measures of central tendencies (mean). After analysis, the data was presented in tables and graphs. This enabled the researcher to generate a meaningful description of the distribution of measurements and organize, describe, and summarize data. Conversely, inferential statistics was used to establish whether there are statistically significant relationships between the variables. The models included multiple regression analysis to assess how the independent variables predict the dependent factor. Pearson Moment correlation analysis was used to evaluate the strength of the relationship between the variables, while t-test analysis and ANOVA were used to determine whether the means of the respondents' demographic factors are statistically significantly different. The inferential statistics findings were presented in tables to facilitate interpretation and reporting.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

Y = dependent variable (Performance of anti-doping programs at the Anti-Doping Agency of Kenya)

X_1 = M&E reports

X_2 = Budgetary allocation

β_0 = the constant term

β_{1-2} = the Beta coefficient

ε = the error term

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive statistics

M&E Reports and Performance of Anti-Doping Programs

The first specific objective of the study was to assess the influence of M&E reports on performance of anti-doping programs at the Anti-Doping Agency of Kenya. The respondents were requested to indicate their level of agreement on various statements related to M&E reports and performance of anti-doping programs at the Anti-Doping Agency of Kenya. The results were as shown Table 2.

From the results, the respondents agreed that the process of obtaining M&E reports is straightforward and efficient (Mean= 3.981, SD= 0.826). The respondents agreed that M&E reports are available in formats that are easy to understand and use (Mean=3.940, SD=0.805). Further, the respondents agreed that the timely availability of M&E reports enables effective decision-making and action (Mean=3.898, SD=0.755). The respondents agreed that there are minimal delays in the submission and distribution of M&E reports (Mean=3.854, SD= 0.958). The respondents also agreed that the information in the M&E reports is accurate and reliable (Mean=3.808, SD=0.741). The respondents agreed that the M&E reports include clear analysis and actionable insights for improving programs (Mean=3.747, SD=0.582).

Table 2: M&E Reports and Performance of Anti-Doping Programs

	Mean	Std. Deviation
The process of obtaining M&E reports is straightforward and efficient.	3.981	0.826
M&E reports are available in formats that are easy to understand and use.	3.940	0.805
The timely availability of M&E reports enables effective decision-making and action.	3.898	0.755
There are minimal delays in the submission and distribution of M&E reports.	3.854	0.958
The information in the M&E reports is accurate and reliable.	3.808	0.741
The M&E reports include clear analysis and actionable insights for improving programs.	3.747	0.582
Aggregate	**3.871**	**0.778**

Budgetary Allocation and Performance of Anti-Doping Programs

The second specific objective of the study was to evaluate the influence of budgetary allocation on performance of anti-doping programs at the Anti-Doping Agency of Kenya.The respondents were requested to indicate their level of agreement on various statements related to budgetary allocation and performance of anti-doping programs at the Anti-Doping Agency of Kenya. The results were as shown Table 3.

From the results, the respondents agreed that the amount of budget allocated to their program is sufficient to meet its objectives (Mean=3.942, SD=0.769). Further, the respondents agreed that the budget allocation aligns with the priorities and needs of the program (Mean=3.875, SD=0.888). In addition, the respondents agreed that the allocated budget is adequate to cover all essential program costs without compromising quality (Mean=3.788, SD=0.567). The respondents agreed that the budget allocation allows for effective implementation of the program without financial constraints (Mean M=3.633, SD=0.798). Further, the respondents agreed that funds are disbursed on time, ensuring smooth execution of program activities

(Mean=3.545, SD=0.689). The respondents also agreed that timely disbursement of funds allows for efficient planning and execution of the program (Mean=3.529, SD=0.793).

Table 3: Budgetary Allocation and Performance of Anti-Doping Programs

	Mean	Std. Deviation
The amount of budget allocated to our program is sufficient to meet its objectives.	3.942	0.764
The budget allocation aligns with the priorities and needs of the program.	3.875	0.658
The allocated budget is adequate to cover all essential program costs without compromising quality.	3.788	0.572
The budget allocation allows for effective implementation of the program without financial constraints.	3.633	0.700
Funds are disbursed on time, ensuring smooth execution of program activities.	3.545	0.875
Timely disbursement of funds allows for efficient planning and execution of the program.	3.529	0.793
Aggregate	**3.719**	**0.727**

Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis were used to assess the relationships between the independent variables (M&E reports and budgetary allocation) and the dependent variable (performance of anti-doping programs at the Anti-Doping Agency of Kenya).

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (performance of anti-doping programs at the Anti-Doping Agency of Kenya) relates with the independent variables (M&E reports and budgetary allocation).

Table 4: Correlation Coefficients

		Performance	M&E Reports	Budgetary Allocation
Performance of Anti-Doping Programs	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	85		
M&E Reports	Pearson Correlation	.793[**]	1	
	Sig. (2-tailed)	.001		
	N	85	85	
Budgetary Allocation	Pearson Correlation	.803[**]	.437	1
	Sig. (2-tailed)	.000	.020	
	N	85	85	85

From the results, there was a very strong relationship between M&E reports and performance of anti-doping programs at the Anti-Doping Agency of Kenya (r = 0.793, p value =0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Ouma (2023) who indicated that there is a very strong relationship between M&E reports and performance of anti-doping programs.

Moreover, there was a very strong relationship between budgetary allocation and performance of anti-doping programs at the Anti-Doping Agency of Kenya (r = 0.803, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Yamoah (2024) who indicated that there is a very strong relationship between budgetary allocation and performance of anti-doping programs.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (M&E reports and budgetary allocation) and the dependent variable (performance of anti-doping programs at the Anti-Doping Agency of Kenya).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874[a]	. 0.764	.765	.10381

a. Predictors: (Constant), M&E reports and budgetary allocation

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.764. This implied that 76.4% of the variation in the dependent variable (performance of anti-doping programs at the Anti-Doping Agency of Kenya) could be explained by independent variables (M&E reports and budgetary allocation).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	103.037	2	51.519	334.539	.001[b]
Residual	12.645	82	.154		
Total	115.682	84			

a. Dependent Variable: performance of anti-doping programs at the Anti-Doping Agency of Kenya
b. Predictors: (Constant), M&E reports and budgetary allocation

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 334.539 while the F critical was 3.108. The p value was 0.001. Since the F-calculated was greater than the F-critical and the p value 0.003 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of M&E reports and budgetary allocation on performance of anti-doping programs at the Anti-Doping Agency of Kenya.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.364	0.096		3.792	0.003
M&E reports Evaluation	0.388	0.099	0.389	3.919	0.002
budgetary allocation	0.395	0.099	0.394	3.990	0.000

The regression model was as follows:

Y = 0.364+0.388 X$_1$ +0.395X$_2$ + ε

According to the results, M&E reports has a significant effect on performance of anti-doping programs at the Anti-Doping Agency of Kenya (β$_1$=0. 0.388, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Makau, Lagat and Bonuke (2021) who indicated that there is a very strong relationship between M&E reports and performance of anti-doping programs.

The results also revealed that budgetary allocation has a significant effect on performance of anti-doping programs at the Anti-Doping Agency of Kenya (β1=0.395, p value= 0.000). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Tijani and Ihaza (2021) who indicated that there is a very strong relationship between budgetary allocation and performance of anti-doping programs.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that M&E reports have a positive and significant influence on performance of anti-doping programs at the Anti-Doping Agency of Kenya. Findings revealed that accessibility, timeliness and quality of information influences performance of anti-doping programs at the Anti-Doping Agency of Kenya.

In addition, the study concludes that budgetary allocation has a positive and significant influence on performance of anti-doping programs at the Anti-Doping Agency of Kenya. Findings revealed that Amount allocated, budget adequacy and timely disbursement of funds influences performance of anti-doping programs at the Anti-Doping Agency of Kenya.

Recommendations

The study recommends that the management of anti-doping programs should implement a comprehensive data-driven feedback loop. This loop should systematically collect, analyze, and act upon insights from M&E reports to inform strategic decisions, optimize resource allocation, and strengthen program implementation.

In addition, the study recommends that the management of anti-doping programs should advocate for a substantial and consistent increase in budgetary allocations. This financial support is crucial for the agency to effectively execute its core functions, including athlete testing, education, and legal proceedings, thereby ensuring compliance with international anti-doping standards.

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