

**MONITORING AND EVALUATION TENETS ON PERFORMANCE OF
ENVIRONMENTAL PROJECTS: A CASE OF NATIONAL ENVIRONMENT TRUST
FUND, NAIROBI COUNTY, KENYA.**

BY

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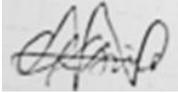
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DECLARATION

I declare that this research is my original work which has not been presented for examination in any other university.

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DEDICATION

I dedicate this project to my mother, Pauline Talaa and grandfather, Labusha Chematatu who encouraged me to rise to my academic potential.

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I take this opportunity to recognize Dr. Naomi Njoroge and Dr Stella Karimi as my supervisors for their professional guidance and critical evaluation of this great academic piece of work. I also recognize my Lecturers in the school of business at African Nazarene University for guiding me successfully throughout the course work. Additionally, I acknowledge the National Environment Trust Fund for the Scholarship grant, my wife Sheila Jerop and son Collins Kibet for the moral support.

ABSTRACT

Implementation of projects is one of the best ways of taking up business strategic changes. Conversely, projects, particularly those implemented by the State-Owned Entities have not performed as expected mainly because of weaknesses in monitoring and evaluation. Monitoring and evaluation are processes that are key components of project success as they gauge execution as well as assess the impact of the project. The purpose of this study was to investigate the influence of monitoring and evaluation tenets on the performance of environmental projects implemented by NETFUND, Kenya. More significantly, given that NETFUND was created to implement environmental projects aimed at promoting green growth whilst addressing climate change impacts. A review of literature shows gaps in studies on the performance of projects at state owned entities more so on environmental projects. This study was guided by three objectives; to determine how resource allocation on monitoring and evaluation influences performance of environmental projects; to establish the extent to which monitoring and evaluation staff expertise influences performance of environmental projects, to establish the extent to which monitoring and evaluation tools influence performance of environmental projects in NETFUND Nairobi, Kenya. The study research design used mixed research techniques such as quantitative and qualitative methods using a sample of 103 respondents from the total population of 139 staff working in environmental projects NETFUND. Structured and open-ended questionnaires were the main data collection tools for collecting quantitative data whereas qualitative data was collected using interview guides. The data was analyzed by use of SPSS software version 25 and the results of the data were presented in tables and figures. The findings of the study were that sufficient resource allocation, staff expertise and M&E tools had significant influence on the performance of environmental projects implemented by the National Environment Trust Fund. The study was thus in agreement with previous studies regarding the influence of M&E tenets on the performance of projects. The study is likely to help State- Owned Agencies in designing robust M&E systems that will support project performance. The study further recommends that NETFUND should involve all the stakeholders in designing M&E systems in project implementation to improve the performance of environmental projects in Kenya.

ABBREVIATIONS AND ACRONYMS

BoT	Board of Trustee
CEO	Chief Executive Officer
EDRU	Ethiopia Development Research Institute
GOE	Government Owned Entities
HIV/AIDS	Human Immunodeficiency Virus Infection
ICT	Information and Communications Technology
IFRC	International Federation of Red Cross
INGOs	International Non-Governmental Organizations
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MED	Monitoring & Evaluation Directorate
NACOSTI	National Commission of Science Technology and Innovation
NEMA	National Environment Management Authority
NETFUND	National Environment Trust Fund
NIMES	National Integrated Monitoring and Evaluation System
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Chapter one gives a snapshot of the study in terms of the variables under study. This includes the background to the study, problem statement and objectives of the study. Research questions, the significance of the study, the scope, delimitation, limitation, and assumption of the study are also included in the study. Finally, the study was guided by Theoretical framework which underpinned two theories namely evaluation and theory of change. Conceptual framework was formulated as per the objectives and indicators which guided in the discussion.

1.2 Background to the Study

Project managers understand that implementing developments is the most effective way to implement business transformation and thus business prosperity and the performance of businesses is measured through project success (Bakewell & Garbutt, 2015). This, therefore, means that projects are implemented with goal of assisting the cooperate plans. As a result, organizations have a responsibility to ensure that their projects are delivered on time before they can accomplish their goals. Therefore, as result, stakeholders, apart from governments, are exerting mounting burden and development partners for accountability and project success in terms of quality data as well cost effectiveness (Porter & Goldman, 2013; Kamau & Mohammed, 2015). This calls for enhancement on how monitoring and evaluation tenets in projects are undertaken.

Monitoring is a task that entails keeping track of things and collecting data on project input data on a detailed and timely basis tasks, outputs, and modifications to acquire desired outcomes (World Bank,2011) while evaluation is about establishing the impacts of a project intervention (Crawford & Bryce, 2015). Therefore, monitoring and evaluation are iterative processes key in project management that cannot be ignored for the success and sustainability of the projects. This

enhances project accountability and good governance and ensuring impacts to stakeholder and beneficiaries.

As presented by the International Federation of the Red Cross (IFRC, 2011), M&E tasks do offer important support to project implementation by providing recommendations for decision making. This is further supported by Mugo & Oleche, 2015, who argued that M&E provides economic constructive criticism and policy measures on government initiatives.

After realizing the important capacity that M&E plays in government development, countries took different approaches with representatives dealing with M&E. According to Mona, (2009), Australia is among the first countries in embracing M&E to support in decision making processes and evaluation planning is carried out where all major government programs are evaluated at least once within 5 years period. Micah, (2017), presents Rwanda's story on M&E as worth emulating as it gathers performance indicators in all public projects as well as undertake performance management reporting annually.

Monitoring and evaluation in Africa have for a long time been an exclusive preserve of the NGO sector and was principally aimed at fulfilling donor requirements and conditions. However, in the present times, M&E is gaining public importance by the day as governments are incorporating it in management of government funded projects or Public Owned Entities (GOE). As cited by Lopez, et al. (2010), Uganda is really an M&E bright spot because of its well-established M&E systems such as the Public Expenditure Tracking Surveys (PETS), a programme implemented jointly with the World Bank. This structure was being used to monitor funds surging from either the federal government to elementary and secondary schools. Implementation of the project led to calls for accountability of the funds by various stakeholders. From the use of M&E, Countries such as Australia, have seen them achieve good project performance.

Apart from Uganda which has demonstrated good use of M&E, Kenya has been involved in M&E practices ever since 1980s, according to historical memory but little has been put into practice. According to Mugo and Oleche (2015), the District Perspective for Regional Development (DFRD) was created so that recipients could track investment operations. In recent past, Kenya has appreciated the critical role M&E play towards the economic spheres. As observed by Mugo & Oleche, (2015) and cited by Abdi, (2017), the National Integrated M&E System (NIMES) established in 2004 to detect policy software and effective implementation during the Fiscal Recovery Period, which ended in 2007. In addition, the NIMES was meant to assess the success of the Medium-Term Plans (MTPs) as enshrined in the Kenya Vision 2030 document (Anderson et al., 2014). Kenya has also lately established the importance of placing M&E in Government funded projects (Public Benefit Organization Act, 2013).

For M&E to have any influence on performance of projects, key M&E tenets must be incorporated in it. The theory of resource allocation for M&E holds that adequate resources are ingredients for successful projects hence must be incorporated in any M&E system (McCoy, 2015 & IFRC, 2011). Correspondingly, the Resource Based View (RBV) claims that budget allocation alters service delivery in this case (Jurevicius, 2013). Appropriate, timely, and relevant resources are required. Political stability, or lack thereof, is thought to have a mediating impact on M&E and therefore project execution.

Apart from M&E resource allocation, staff expertise is important since M&E can only be done effectively by trained personnel. As posited by IFRC, (2011, World Bank, 2014), before any M&E can be undertaken, it is important to build the capacity of the staff involved in M&E and this can either be formal or informal. Save the children, (2016) in their report noted that that project performance depends on staff with M&E experience and therefore an understanding of the relevant

skills needed, and the capacity of people involved in the M&E, can influence the success of a project.

Identifying and usage of the right tools is also critical in enhancing M&E performance towards project success. M&E tools have been noted in literature as having a significant influence on project performance. Consistent with this reality, Nyonje, Ndunge & Mulwa, (2016) in a study suggest that for a successful and effective M&E activity, there is need for an organization to be flexible and imaginative in selecting the tools to use for project M&E activities.

Generally, quality, and timely data generated from M&E activities are important in any development sphere as they are expected to generate reliable information for managerial decision making. In addition, reliable M&E reports adds to the knowledge sharing as well as uphold accountability. Whereas, project performance may be assessed by acceptableness of M&E reports, delivery of the project deliverables within timelines and budget is equally important (Wanjiku, 2015).

1.2.1 Performance of Environmental Projects

The concept of project performance has been viewed as the ability of project to realize benefits to the intended beneficiaries. Therefore, studies on this subject were looked at extensively to find out how scholars in this field view project performance in the context of environmental projects particularly bottom-up projects. For example, Serra and Kun, (2014) argued that project performance is measured by the achievement of budget and quality while at the same time delivering benefits sustainably to the satisfaction of the client. Shihemi, (2016) posits that monitoring and evaluation tools influence the performance of any ongoing projects thus yielding good products.

1.2.2 Monitoring and Evaluation Tenets

Monitoring and evaluation are dependent on certain principles to make it a successful process. For successful M&E activities for environmental projects, a clear overall goal of M&E and who the recipient stakeholders for the M&E findings are, only then we can be able to set up a working M&E system. This study assessed how these tenets influenced performance of environmental projects in Kenya. These tenets were discussed as M&E resource allotment, M&E staff expertise and M&E tools.

1.2.2.1 Monitoring and Evaluation Resource Allocation

Resource allocation in this study implied financial and adequate resources which are crucial factors in the realization on project performance. However, CLEAR, (2012) has identified financial constraints as a hindrance to the achievement of project performance and goes ahead to recommend the need for adequate project allocation. This view is further reinforced by IFRC, (2011) who argued that project budget be 5 to 10 percent. Resource allocation, in this study, was assessed to determine how adequacy and availability of financial resources influence the performance of environmental projects. According to Fleming, (2018) on monitoring and evaluation systems he ascertains that any organizations need to improve their performance to get the desired results thus need for this study.

1.2.2.2 Monitoring and Evaluation Staff Expertise

For any project to achieve its set objectives, it is always important to assign people with the requisite skills, expertise and planning well before embarking on any activity as depicted by (Hubert, & Mulyungi, 2018). According to Khuha (2018), project performance is dependent on M&E-experienced staff, and the capacity of staff involved in M&E activities is at the heart of M&E, a key principle of project success. Environmental projects in Kenya that have the right personnel with the right M&E qualifications and experience, as well as the number of staff to conduct M&E when it is due, were evaluated in this study.

1.2.2.3 Monitoring and Evaluation Tools

Among the key pillars of monitoring and evaluation is design and deployment of M&E tools. For a successful M&E activity, identification of appropriate methods, procedures and tools that meet specific project's M&E needs is very important hence monitoring and evaluation tools has significant influence on project performance. Consistent with this, Molapo, (2019) in his opinion on a successful and effective M&E activity, there is need for organizations to pay attention while selecting the tools for use for project M&E activities to assess the effectiveness of any monitoring and evaluation tool

This study specially assessed M&E tools as monitoring and evaluation tenet for environmental projects in Kenya, particularly in NETFUND, Nairobi. The indicators assessed included use of ICT based tools, use of clear baselines information and M&E experts who have enough experiences on the matter at hand.

1.3 Statement of the Problem

In Kenya, climate change has impacted negatively on the livelihoods and general economy of the country. With this reality, Kenya has developed environmental action plans to cushion the country from the climate change impacts which included establishment of NETFUND, a state funded corporation to deal with matters on environment. The corporation is contributing towards the acceleration of the economic development in the country through its programs. According to its specific mandate, NETFUND is expected to implement, monitor, and evaluate its programme and ensure the projects have created impacts to the people of Kenya. Although significant progress has been achieved in the implementation of environmental projects, their performance has not been the best. However, studies have indicated that M&E in Kenya especially for those projects implemented by state agencies are weak (GoK, 2012).

Divergent scholars from various fields of study have studied the field of project performance extensively using various methodologies and have identified critical project performance challenges such as resource allocation, staff capacities, and monitoring and evaluation tools. Among the project performance variables that have not been adequately addressed are the monitoring and evaluation tenets on projects implemented by state owned entities particularly environmental projects by NETFUND.

It is against this reason, this study sought to assess the influence of M&E tenets on the performance of environmental projects in NETFUND, Kenya which to date still has not been studied extensively hence the influence of M&E tenets on the performance of projects was established as research gap for study.

1.4 Purpose of the Study

The purpose of this study was to assess the influence of monitoring and evaluation tenets on performance of environmental projects in, Kenya using NETFUND as a proxy

1.5 Objectives of the Study

The study was guided by the following objectives:

1. To determine how monitoring and evaluation resource allocation influence performance of environmental projects in Kenya.
2. To establish the extent to which monitoring and evaluation staff expertise influence performance of environmental projects in Kenya.
3. To assess how monitoring and evaluation tools influence performance of environmental projects in Kenya.

1.6 Research Questions

The study sought to answer the following questions.

1. How does monitoring and evaluation resource allocation influence performance of environmental projects in Kenya?
2. To what extent does M&E staff expertise influence the performance of environmental projects in Kenya?
3. How does monitoring and evaluation tools influence performance of environmental projects in Kenya?

1.7 Significance of the Study

The study is likely to help Government Owned Entities (GOE), private and public organizations staff in running and having better understanding of M&E practices of environmental projects. This survey may be beneficial to project teams and partners utilizing this information to formulate strategies geared towards revitalizing project management system and effectiveness of projects, particularly on the balance between input and output for maximum utility to all stakeholders. The study might be of help to policy makers in giving them direction on formulating effective monitoring and evaluation practices that enhances accountability and transparency within GOE projects.

The study might be of beneficial to educators in project execution who are working on environmental project planning. The study's findings might be of importance to organizational leaders and employees engaged in monitoring and evaluation to improve project planning, incorporation, and managerial staff. Similarly, might be of help to NETFUND for planning and formulation of its projects policies that are geared towards environmental resilience and sustainability.

Educationists, policymakers, and research scholars are likely to gain from the addition of new research fields and advancements. Overall, the study's suggestions may help to enhance the efficacy of environmental project monitoring and evaluation. The research adds more knowledge on already known base for M&E in the environment sector which is deficient, and it is imperative to note that carrying out this and similar research will widen the already huge gap with respect to data which is so critical in managing the complex environmental arena, hence justification for the study.

1.8 Scope of the Study

The study was conducted at the National Environment Trust Fund Head Quarters and engaged NETFUND beneficiaries and stakeholders. Key staff engaged in M&E in the organization including staff and managers of projects supported by NETFUND in Kenya participated in the study. The study investigated aspects that influence monitoring and evaluation tenets on performance of environmental projects funded by NETFUND, Kenya.

1.9 Delimitation of the Study

A mixed method research design was used to investigate the impact of monitoring and evaluation principles on the performance of NETFUND Kenya-funded environmental projects. This research was carried out at NETFUND in Nairobi and in the regions where NETFFUND projects are located. Questionnaires, observation and interview schedules were used to collect data for the study. The study specifically investigated the influence of M&E resource allocation, M&E staff expertise, and evaluation tools on performance of environmental projects funded by NETFUND. This study was limited geographically to NETFUND headquarters in Nairobi and the representatives of the 55 projects where most of the M&E activities are conducted.

1.10 Limitations of the Study

There were several limitations which were experienced during the study which included generalization of the findings which was a challenge but it was mitigated through the support of NETFUND staff by giving the fundamental information.

Some of the staff members in NETFUND were not ready to give the information about the projects at hand but they were assured that it was only meant for academic purposes only.

Transport was another issue encountered by the researcher and the assistance. This was due to traffic jam in the city and also long distances from one office to another in up counties where the projects are being undertaken. This was overcome by the researcher using the available means of transport.

1.11 Assumptions of the Study

The study assumed that the findings of the study are expected to be useful to M&E teaching process in organizations and improving projects planning, implementation, and management among the organizational leaders and staff involved in monitoring and evaluation. Similarly, the findings of the study may be used to inform policy direction on setting up effective M&E systems that enhances transparency and accountability in implementing Government projects.

It is expected that perhaps the results of this study might benefit M&E experts by providing new research areas. Ultimately, the survey is expected to add to the already large skill set for M&E in the sector in general.

1.12 Theoretical Framework

This study employed two theories that explained factors that influenced M&E project performance of environmental projects funded by NETFUND in Kenya. Evaluation theory was used in informing how various monitoring and evaluation tenets influence performance project M&E. The study was guided by the Change theory that offered specific and measurable description

of change that formed the basis for investigating on the M&E tenets and how they influenced performance of environmental projects at NETFUND Kenya.

1.13 Evaluation Theory

This theory was propounded by Chen and Patton, (1987) who argued that the goal of assessment was to make an informed opinion about a system, enhance its quality, or ensure successful implementation. This theory was used in the study as a way of synthesizing prior experience of evaluation practices within NETFUND. According to Mark (2005), an evaluator is likely to repeat past mistakes as well draw lessons from past experience due to lack of knowledge on theory of evaluation.

This theory was crucial in this research because it helped in underpinning the expertise experience, skills and aptitude and culture M&E tools and its influence on the performance of monitoring and evaluation of projects. The theory guided in the formulation of relevant interventions. It is true to say that assumptions suffuse almost all human affairs, and, in this context, the operationalization and utilization of the evaluation theory was predicated on the assumption that right from before an intervention is devised, it should be preceded by a problem; that a problem indeed exists and deserves a response. In this case, the gulf between what is real and what is ideal should be established and this is referred to as the normative assumption.

Similarly, the evaluation theory is underpinned by the universally applicable assertions that relate to the assistance or tactic used to address a problem or achieve an ultimate purpose They represent stakeholders' opinions on the best way to deal with a problem or seize an opportunity. Furthermore, this theory is founded on the causal presumption, which states that the consequences of a tactic, program, involvement, or outcome are linked to lengthy future goals.

1.14 Theory of Change

The theory of change emerged in 1990 as an improvement of the program theory and evaluation theory (Stein & Valters, 2012). The most outstanding proponent of this theory is Kurt Lewin, who conceptualized the Unfreezing-Change-Refreeze model that requires prior knowledge to be rejected and replaced. There is also a cross section of scholars who view theory of change as a strategy for developing solutions to complex social problems. This theory has been supported in explaining determinants to development change as it presents a complete picture of the short- and medium-term changes required to achieve a ridiculous goal (Anderson, 2005).

This theory is used in the current study as it provides a model of influence of change within environmental project, how effective models can be examined and through monitoring and evaluation, the product has been fine-tuned. This theory provides a concrete and clear synopsis of adjustment that can be used to investigate the impact of M&E principles on environmental organizational performance at NETFUND Kenya. Most development projects, according to CARE (2013), have a theory of change that is primarily used to measure changes in development interventions, but it has had subtle ramifications.

The National Environment Trust Fund like any development entities mandated with monitoring progress and change are supposed to be using the theory of change to develop comprehensive frameworks for M&E to explain how projects will have a lengthy implication (James, 2011). The theory is augmented by a set of important assumptions; Evidence to back up the claim that all of the critical success factors have been defined (James, 2011). James, 2011, further argues that the claims about the connection between the links between curriculum and anticipated benefits were affirmed and merited by the extended times, midlevel, and early deliverables of work plan.

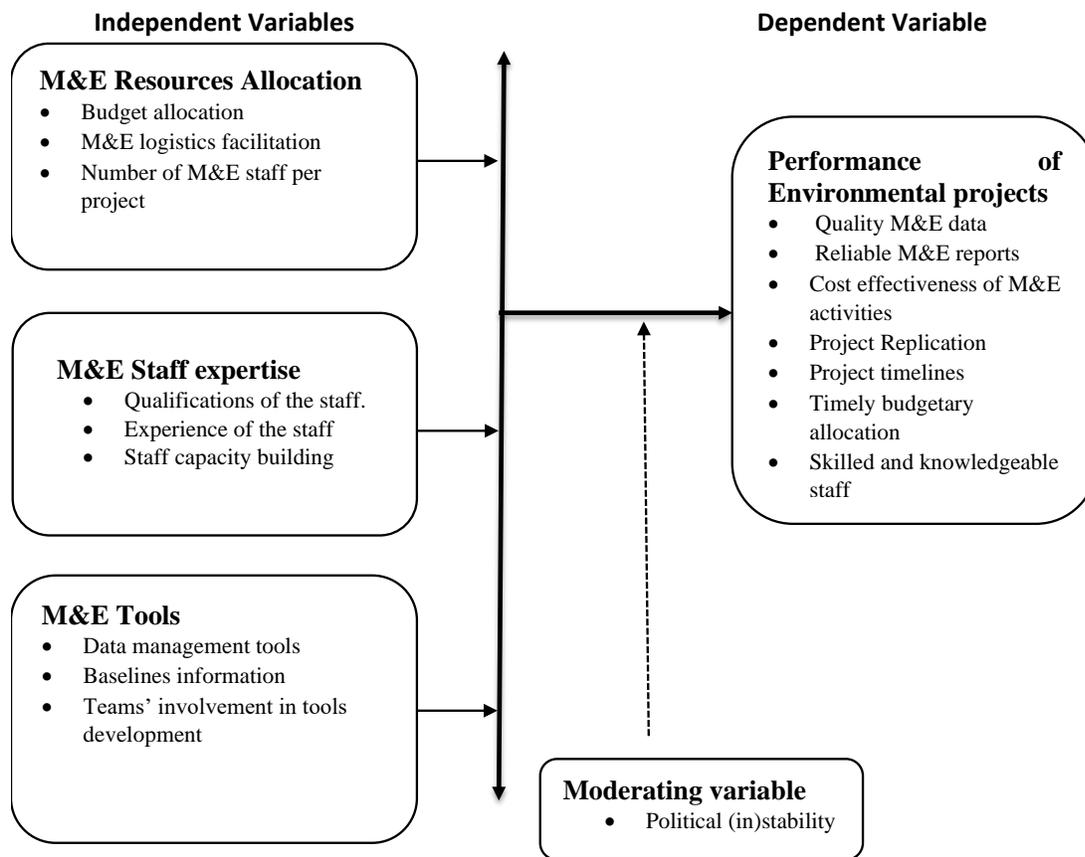
However, there is another school of thought that identifies the experiential or environmental features that help or hinder progress toward the consistency's desired outcomes, which is important to identify where project managers are required to map several details about the desired change, as well as the project beneficiaries and what is required to achieve the desired change. This deliberate and clear path to change may assist both funders and grantees in reassessing the possibility of achieving the desired change in order to set realistic long-term goals that all project stakeholders can agree on.

1.15 Conceptual Framework

The investigation focuses on how NETFUND projects in Kenya were monitored and evaluated. The study had three variables that the researcher identified to be researched on for performance of environmental projects funded by NETFUND Kenya. The independent variables are the monitoring and evaluation tenets which are discussed as M&E resources allocation, M&E staff expertise, and M&E tools.

Resource allocation was assessed to determine how adequacy and availability of financial resource influence the performance of environmental project. Similarly, establishment of how M&E staff expertise, and M&E tools used for monitoring and evaluation influence the performance of environmental projects at NETFUND in Kenya was interrogated and explained. The research assessed the quality of data generated by the innovators, reliability of reports, and cost effectiveness of M&E, utilization of M&E data and replicability of the projects implemented by the innovators to determine the performance of NETFUND projects across the Country.

Political stability, or the lack thereof, was used as a moderating variable in this study, affecting the realization of both independent and dependent variables. This study shows how each predictor variable, as well as their combinations, adds value to the performance of NETFUND's M&E on environment projects in Kenya



Source: Author, (2022) *Monitoring and Evaluation Tenets on Performance of Environmental Projects in Kenya: A case of National Environment Trust Fund*

Figure 1: Conceptual Framework

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews the study's writings from a worldwide, African, and regional standpoint. Literature from previous studies was discussed as per the objectives earlier indicated in chapter one. This chapter also presented empirical studies and gaps for the influence of M&E tenets of environment projects funded by NETFUND.

2.2 Performance of Environmental Projects

A review of studies by various scholars posits that project performance has a multifaceted dimensions and scholars view it from different perspectives depending on the context and interest. Kariuki, (2015) argues that project performance is project completion on time, on budget, and to the customer's expectation. Similarly, Serra and Kun, (2014) presents that the success of a project can be categorized in a variety of ways in realization of time, financial plan, cost constraints while offering advantages, supplying what is sustainable and to the satisfaction of the client.

In many ways, the performance of Environmental projects has fallen short of expectations. As a result, there is a growing institutional M&E procedure which are expected to drive market growth for conscious actions, efficiency, clarity, transparency, reliability, and accessibility of M&E tenets and tools. Various organizations have created complete M&E functional areas, as well as regulatory and compliance paradigms for routine M&E. There is also increasing need to implement donor-funded and government projects in the face of severe rules to attain intended socio - economic growth in target recipient areas (Vanesa, 2016).

2.3 M&E resource allocation and performance of Environmental Projects

Adequate resource allocation for monitoring and evaluation is a fundamental ingredient on realization of successful performance of development projects. Scholars have studied performance

of projects from different persuasions. CLEAR, (2012; Nyagah, 2015) identified critical projects performance challenges as; resource allocation that has led to financial, structural, functional, and specialized bottlenecks are all factors to consider and goes ahead to recommend the need for reinforced institutional arrangements with acceptable resource allocation for effective monitoring and evaluation. In a similar study, Okello, (2018), Mwangi et al., (2014), argued that project monitoring and skills require enough finances to cater for the trainings of the staff in project management.

Despite different study approaches, budgetary allotment for M&E activities and the performance of M&E, implementation in projects is still inadequate thus need for the current study. This study, though similar in terms of assessing the influence of M&E resource allocation on the performance of projects, it does not investigate M&E resource allocation and the performance of environmental projects in Kenya. To bridge this gap, this study established the extent at which M&E resource allocation variable influences the performance of environmental projects in Kenya.

2.4 M&E staff expertise and performance of environmental Projects

Apart from resource allocation, staff expertise in monitoring and evaluation is considered essential for successful execution of programme activity. This will ensure timely implementation of project activities and generation of quality reports for sound decision making. Empirical studies on M&E staff expertise and project performance in separate point of views have been presented. According to Tong'l, Otieno & Osoro (2019) improving the technical capacities of staff and the performance of projects, evaluations performed are generated, communicated, and utilized as per the planned or set objectives of the project. This is further augmented by studies conducted by the World Bank, (2011), who argued that monitoring and evaluation cannot be effective without personnel who can efficiently carryout the M&E activities towards improvement of projects undertaken. Yusuf, Otonde & Achayo, (2019) on project performance, posits that staff with M&E

experience depends on the relevant skills acquired and the people participating in M&E tasks for any project success.

The performance of projects depends vastly on the M&E skills of the people implementing projects (Waithera, & Wanyoike, 2015). Another aspect of project performance is the accuracy and credibility of project M&E data. Enhancing the skills of the persons tasked with M&E increases the quality of the work and more so on the overall project performance. A study conducted by Makori and Wanyoike, (2015) to examine the impact of result-based M&E on donation project performance, researchers discovered that most projects had accomplished M&E systems but they had little M&E potential and retraining, which hampered tips on how to make and had a deleterious effect on project performance.

Review of different studies relating to staff expertise and project performance have a common conclusion that M&E staff expertise have a great influence on project performance. In as much as most of the studies have shown the influence of staff expertise on project performance, there are still some research gaps about their influence on performance of environmental projects in Kenya, more so bottom –up projects implemented by state owned agencies.

2.5 M&E tools and performance of Environmental Projects

Identifying and usage of the right tools is also critical in enhancing M&E performance towards project success. Performance metrics, a logic model strategy, theory-based evaluation, rigorous surveys, rapid assessment process, and participatory techniques, state spending, traceability surveys, impact assessment, cost benefit and cost efficiency analysis are among the M&E tools proposed in the study by (Ospina & Price-Kelly, 2017).

Monitoring and evaluation tools have been noted in literature as having a significant influence on project performance. Murei, Kidombo & Gakuu, (2018) in their study depicted that M&E tools, in any organization should be flexible, effective, and efficient in delivering what it

was intended. These studies, however, do not give a clear guideline of how flexible M&E for environmental projects should be, hence need for extensive study to determine the viability of flexibility, challenges that abound and the extent to which an organization can be flexible (Kariuki & Reddy, 2017).

Elsewhere in Uganda, Ediau, (2012), conducted a study on strengthening data was not mainly collected, gathered, recorded, interpreted, and communicated by Child Fund Uganda and project stakeholders, according to the M&E system of HIV and AIDS Projects, resulting to poor utilization of M&E data to track project progress .In a similar study in Ghana, Issah, (2016) in a study of strategic management and the role of monitoring and evaluation in Northern Ghana reported the challenge with M&E tools associated with post collection data management. The result from study presents weaknesses in the M&E tools used in data collection and processing. The study thus recommends testing and piloting of the tools before being deployed to the main project M&E activities. The differences in study findings as presented by various scholars on similar variables necessitated the researcher to further investigate how M&E tools are developed and deployed in the study organization and the results indicated in in this section.

2.6 Summary of Review of Literature

Empirical studies reviewed on the link between monitoring and evaluation tenets and the performance of projects have extensively been done in various studies with mixed findings. In addition, studies on M&E resource allocation, staff expertise and the tools on the performance of projects extensively been reviewed. All the investigations have appreciated the influence of these variables on the performance of performance of projects in one way or the other. However, there are no adequate studies that have discussed the influence of the variables on the performance of projects in Kenya, more so on bottom-up environmental projects supported by state owned entities. The concepts of resource allocation, staff experience and use of M&E tools as well performance

of M&E on environmental projects is intensively researched on. The theoretical model is constructed around these basic ideas.

2.7 Research Gap

To have an effective M&E, it is imperative for institutions to clearly understand what determines an effective M&E system for good project performance. A cursory review of literature across the three variables that makes up the theoretical framework indicate that M&E staff expertise have a great influence on project performance. While most study results have shown the impact of M&E resource distribution, staff expertise, and toolkits on deliverables, there is less evidence of one 's impact on project achievement of other types of projects environmental projects in Kenya, more so bottom –up projects implemented by state owned agencies. This is a gap this study aims to investigate critically.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section addressed the methodology used in the study. It covers the research design, the target population, data collection procedures, tools, and techniques, and data analysis and presentation.

3.2 Research Design

The blueprint for collecting, measuring, and analyzing data is a research design (Kothari, 2005; Choy, 2014). For this study a research design was the road map that guided the researcher in data collection and analysis. In this case, the mixed method design was used in this study for reliability and validity of results. This enabled generalization of the results identified.

In order to triangulate and validate data, the researcher used a mixed methods design under a mixed method paradigm, in which the researcher combined quantitative and qualitative data to provide a detailed understanding of the research problem. The research study obtained both types of data at roughly the same time in this design, then combined the data as in as a whole descriptive statistical. In this design, inconsistencies or incommensurate research results were stated or investigated further Creswell, (2018).

The researcher chose this method to gain breadth and depth of understanding and corroboration of the variables to be investigated and to enable triangulation of data collected.

3.3 Research Site

The National Environment Trust Fund has projects in more than 30 counties in Kenya This includes: (1). Kisumu, (2) Nairobi, (3) Uasin-Gishu, (4) Laikipia, (5) Wajir, (6) Kiambu, (7) Nakuru, (8) Nyandarua, (9) Elgeyo Marakwet, (10) Homa Bay, (11) Kakamega, (12) Makueni, (13) Trans-Nzoia, (14) Kericho, (15) Taita-Taveta, (16) Kajiado, (17) Narok, (18) Siaya, (19)

Bungoma, (20) Murang'a, (21) Meru, (22) Kirinyaga, (23) West Pokot, (24) Embu, (25) Tharaka-Nithi, (26) Nyeri, (27) Trans Nzoia, (28) Garissa, (29) Mombasa and (30) Machakos. NETFUND has supported a total of 55 projects country wide through capacity building, business development, and product development and financing.

The study was conducted from Nairobi Headquarter office where the study organization is located and where most of the research respondents was located, which included interviews with the NETFUND staff and interviews with the project managers of the NETFUND supported projects and secondary data review of progress reports and records kept by NETFUND and its beneficiaries.

3.4 Target Population

The entire set of units for which the survey data was used to relate to the process was the study's target population. As a result, the target population identified the components for which the findings of the study generalized and based both qualitative and quantitative data (Daniel, 2016). The target demographic included employees of NETFUND and her beneficiaries who include 30 top management staff, 41 middle level management, 50 junior level management 55 programme target beneficiaries and 4 M&E employees involved in monitoring and evaluation at NETFUND. This is because the research targets to interview people who are knowledgeable and experienced on the influence of M&E tenets and the performance of environmental projects. The researcher interviewed both the top, middle and junior middle management of the organization as shown in Table 3.1.

Categories	Target Population
Senior management officers	30
Middle Level Management	41
Junior Level management	50
Project managers	55
Monitoring and evaluation staff	4
Total	180

Table 3-1: Target Population

Source: (NETFUND 2022)

3.5 Study Sample

A sample size of 139 stakeholders was selected based on Yamane’s (1967) formula has it has been used in similar studies (Wote, 2019 and Happy, 2019). The informants were selected from each category.

(Yamane, 1967)

$$n = \frac{N}{1 + N(e)^2}$$

Where **n** is the sample size, **N** is the population size and **e** is the margin of error.

Given that the target population is 180, the sample size is, therefore.

$$n = \frac{180}{1 + 180(0.05 * 0.05)}$$

$$n = 123$$

Categories	Target Population	Sample Size
Senior management officers	30	21
Middle Level Management	41	28
Junior Level management	50	34
Project managers	55	38
Monitoring and evaluation staff	4	2
Total	180	123

Table 3-2: Study Sample Size

Source: (NETFUND 2022)

3.5.1 Procedures of Sampling

The target respondents are not homogeneous and are mainly drawn from different categories of the project stakeholders. A sample design is a method of choosing individuals from a population of interest with the aim of collecting primary data for the study (Disman & Barliana, 2017; Kabir, 2016). To ensure representativeness, the respondents for the study were selected through a proportionate simple random sampling technique to selected 123 respondents. As such, the study targeted to interview different stakeholders who are not homogeneous. For the top management, a purposive sampling was used to sample based on certain characteristics. This is shown in table 3.4

Categories	Target Population	Sample Size	Sampling Procedure
Senior management officers	30	21	Purposive sampling
Middle Level Management	41	28	Simple Random Sampling
Junior Level management	50	34	Simple Random Sampling
Project managers	55	38	Simple Random Sampling
Monitoring and evaluation staff	4	2	Simple Random Sampling
Total	180	123	

Table 3-3: Sampling Procedure

Source: (NETFUND 2022)

3.6 Data Collection

The study collected primary data in line with the objectives. Semi structured interviews were the main data collection mode for this study. This method involved predetermined issues that guided the discussion but still offered an open-ended opportunity for the respondent to include answers from the research questions which guided the study ((Doolan, winters, & Nouredini, 2017). This method solicited data on M&E tenets and their resultant influence on performance of environmental projects. This method was chosen because there were already some known dimensions on the variables upon which the study was based to guide the interviews as well as offer an opportunity, to clarify and probe further based on the respondent's responses (Fry, Curtis, Considine & Shaban, 2017).

Similarly, a survey method was employed to collect primary data on the state of M&E tenets. A questionnaire was used as a matrix of closed ended and open questions as a data collection instrument. This method was identified as most suitable method because the data of interest to the study is quantitative in nature and hence can best be documented through a questionnaire (Hall, 2018). In addition, it was easier and faster for the researcher to analyze the data collected through this method.

3.6.1 Development of the Instruments

The questionnaire and interview guide were also used to gather information from the respondents. The use of these instruments offered an opportunity to the respondent to clarify and solicit more information within the limits of time and resources for the research. The use of mixed method for gathering data ensured triangulation as distinguished by (Lee, 2019). The study explored the use of mobile based platform and web-based questionnaire to deliver the questionnaire. Written questionnaires were used to obtain relevant data to Monitoring & Evaluation staff as they interact with M&E operations. In this case questionnaires were used to collect information on the influence of M&E tenets on the performance of NETFUND supported projects. This was done using a feedback form and an introductory email with guidelines on how to accomplish the survey.

The survey instrument included open and closed questions, allowing qualitative and quantitative data to be collected. Interviews were also conducted using structured interview guides on NETFUND employees and projects beneficiaries. This tool was instrumental in triangulation and helping the researcher understand meanings and verify the quantitative data. During visits to NETFUND, the researcher employed observation using observational checklist of monitoring and evaluation procedures in the organization and took notes of the relevant observation made during the visit.

3.6.2 Pilot Testing of Research Instruments

The study conducted a pilot testing of its instruments in a smaller sample 8 respondents which was 10 percent of 80 officers as stipulated by Mugenda & Mugenda, (2008). The researcher piloted and examined the research instruments on a sampled group prior to actually implementing them from the NETFUND. Mugenda & Mugenda, (2008) indicates that contacting and interviewing a 10% subset of the random selection is totally enough. The current study had, 8

respondents drawn from the senior level management of the NETUND staff was simple small set to aid in determining this same questionnaire's effectiveness and refining the tools. This filtration was important in assessing correctness or lack as well as estimate the amount time for each questionnaire item in addition to enhancing the validity and reliability, (Mildner, 2019).

3.6.3 Instrument Reliability

Reliability the predictability of measured results over numerous attempts is referred to as a test. When a research scientist does this, the degree that is free of randomness is regarded as perfectly accurate. Random errors can occur because of interviewer biasness or inaccuracies regarding the questionnaire construction and administration. To determine the instrument's validity, the researcher used an analytical method which involved carrying out the exercise in two weeks intervals before data collection and test the correlation between the two results to guarantee that the information initially given was reliable as recommended by (Loeb, Dynarski, McFarland, Morris, Reardon & Reber, 2017).

3.6.4 Instrument Validity

Intellectuals must make sure that the data gathered from the respondents accurately reflects the constructs. This can be accomplished by evaluating the construct and content validity of the instruments. The study used appropriateness to determine how far research had made progress and to ensure that instruments assessed what they were utilized to determine and give good test results which are measurable and precise (Mohajan, 2017).

To establish validity, the researcher used face validity test to which he shared the instruments to research experts in Nazarene University, Department of Business Studies and the Post graduate department at the University and sought expert opinions from survey and evaluation experts in the market who reviewed the questionnaire/ instrument to assess that it measures the characteristic or trait of interest and to also check that the instruments do not have double,

confusing and leading questions. The researcher used a small sample to pilot test the instrument, assessed how it was filled and determined what questions are irrelevant and those that are not irrelevant to the study.

3.7 Data Processing and Analysis

The study processed and analyzed both primary and secondary data collected. This was necessary to deduce information which was useful in arriving at findings of this study. This is really the procedure for gathering as well as converting data into insights and provide conclusions for decision (Rahnman, 2017; Rech, 2016). Data was analyzed using descriptive analysis.

The data was analyzed by use of SPSS software version25. The findings of the data were presented in table figures and discussions were made as per the themes. Information generated from the interview guide tool was coded In-vivo version 2 and findings triangulated with other information from questionnaires.

3.8 Legal and Ethical Considerations

When creating and implementing data gathering techniques and tools, ethical values were deemed, to conform with the laid down research norms. While conducting this study, Mugenda and Mugenda (2003) identified ethical issues. The study followed three ethical principles: respect, beneficence, and justice. The researcher took time in learning and understanding the organization's culture and projects before the research and employed necessary sensitivity and caution in areas that can cause conflict. The purpose of the study was stated clearly before they were asked for information, adhering to the essence of explicit consent. Furthermore, the respondents' identities were shielded by providing data in a cluster rather than identifying specific instances to safeguard the rights of the participants.

Before the administration of the instruments, the researcher sought for permission to conduct interviews from relevant intuitions such as NACOSTI through the Africa Nazarene University to ensure that the research to be conducted maintains the standards.

CHAPTER FOUR

DISCUSSIONS

4.1 Introduction

This section presents the findings of the study and analysis of the information on monitoring and assessment that was collected from the survey participants and how they influence the performance of National Environment Trust Fund projects in Kenya. The demographic information obtained from the respondents was on gender, age bracket, level education and respondents' position in the organization. The data collected also included information on National Environment Trust Fund Projects in Kenya.

4.2 Questionnaire Return Rate

The population for this study was 123 subjects from the target population of 180 items selected from management at all levels: senior, middle, and junior, programme executives and monitoring and evaluation members. The study sample size of 123 respondents was not realized since 19 questionnaires were spoilt, and others not returned. The response rate was therefore 85 which was considered adequate for analysis and conclusion. With reference to Mugenda and Mugenda, (2003) a response rate of 70 is excellent making the current respondent adequately represented in the study sample for adequate information for the study analysis from which a viable conclusion and recommendations can be made. Most of the targeted respondents were met through prior arrangements which enabled the researcher to effectively collect valid data. Others filled the questionnaires via electronic services due to challenges of covid-19 which is really affecting the whole world. The questionnaire return rate is shown in Table 4.1.

Responses	Frequency	Percent
Filled questionnaires	104	85
Unfilled questionnaires	19	15
Total	123	100

Table 4-1: Questionnaire Return Rate

4.2.1 Gender responses and performance of NETFUND projects in Kenya.

One of the demographic characteristics that the study investigated on was gender distribution among the project officers in the National Environment Trust Fund and establish the influence gender has on performance of National Environment Trust Fund projects. To fulfill this, the participants were required to indicate their sexual preference, and the findings were depicted in Table 4.2

Category	Value	Frequency	Percent
Gender	Male	39	37.5
	Female	65	62.5
	Total	104	100

Table 4-2: Distribution of Respondents by gender

The data analysis results were indicated in Table 4.2 that showed that 65 (62.5%) of the 104 respondents were women while 39 (37.5%) were men. This shows that many study respondents who were involved in the National Environment Trust Fund projects were female gender. The study correlates with a study conducted by Serra & Kun, (2014) who argued that project performance is measured by the achievement of budget and quality while at the same time delivering benefits sustainably to the satisfaction of the client. So, in this case many women are involved in the projects and can work comfortably with their counterparts who are men with ease.

4.2.2 Age bracket of the Respondent

Age bracket is a demographic characteristic that is bound to influence the performance of National Environment Trust Fund projects. To determine the influence of age bracket of the respondents on performance of National Environment Trust Fund projects, the researcher asked

the respondents to depict one's age range for the research analysis. The study findings obtained are indicated in Table 4.3

Category	Frequency	Percent
Below 30 years	11	10.6
31-40 years	47	45.2
41-50 years	32	30.8
Above 50 years	14	13.5
Total	104	100

Table 4-3: Distribution of Respondents by age bracket

The study findings indicate that 47 (45.2 %) respondents were 31- 40 years, 32 (30.8 %) respondents were in the age bracket of 41 to 50 years, 14 (13.5%) were 50 years, while 11 (10.6 %) were in the category of 30 years below. The study clearly indicates many were at age of 31-40 years, these are energetic people and can perform most of the work well once given direction and proper supervision given to them hence good performance of the national projects. This implied they are strong and young and can be able to endure most of the hard tasks.

4.2.3 Education Level of the Respondents

The managerial team's and team leaders on educational levels were both low as investigated in demographic indicator that influenced performance of National Environment Trust Fund projects. To understand this demographic construct, participants in the study were asked to state their level of satisfaction with the results. education levels. Table 4.4 shows respondents' responses.

Category	Frequency	Percent
Diploma	2	1.9
Highest diploma	19	18.3
Degree	34	32.7
Post diploma graduate	27	26.0
Masters	19	18.3
PhD	3	2.9
Total	104	100

Table 4-4: Distribution of Respondents by Highest Academic qualification

The study's finding revealed that, 34 (32.7 %) the majority of participants said their highest degree was a degree holder, 27 (26.0 %) were post diploma graduates. Two categories were held

by masters and higher diploma with 19 (18.3 %) respectively, 3 (2.9%) had PhD as their highest education level while 2 (1.9%) in diploma is educated to the pinnacle of success. With reference to the study outcomes, education is considered essential in the performance of National Environment Trust Fund projects. Makori and Wanyoike, (2015) noted that lack of capacity building, capacity skills on project indexing was hampered by lack of teaching, which had a critical impact on project performance. The implication of the findings is that those who had the highest level of education were very few and could they be the ones with the mastery of content hence leaving those with middle level education being the majority.

4.2.4 Position in the Organization

Position in the organization was investigated as a demographic indicator that would influence performance of National Environment Trust Fund projects. To understand this demographic construct, the study respondents were asked to indicate position in the organization.

Table 4.5 shows respondents' responses

Category	Frequency	Percent
Chairperson	24	23.1
Vice- Chairperson	22	21.2
Secretary	27	26.0
Vice- Secretary	24	23.1
Treasurer	5	4.8
Member	2	1.9
Total 24	104	100

Table 4-5: Distribution of Respondents by position in the organization

According to the study findings, 27 (26.0 %) respondents indicated the highest position held by secretary, followed by vice-secretary and chairperson respectively with 24 (23.1 %). Vice-chairperson had 22 (21.2 %) respectively, 5 (4.8%) was held by treasurer while 2 (1.9%) were just members in the project. The implication is that many people had the position of being a secretary

meaning there is a lot of writing involved in the projects and many people are involved for documentation purposes.

4.3 Performance of National Environmental Trust Fund Projects

This is the dependent variable of the study which measured the performance of National Environment Trust Fund projects. To attain the objective, the respondents were requested to offer their options grounded on their level of agreement or disagreement along a Likert scale in which a numerical scale of 1-5 was provided where 1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std Deviation
1.The project M&E reports were of high quality that informed sound decision making	11 (10.6%)	17 (16.3%)	15 (14.4%)	38 (36.5%)	23 (22.1%)	3.43	1.290
2. The project M&E reports were reliable and inspired the confidence of stakeholders	11 (10.6%)	10 (9.6%)	22 (21.2%)	36 (34.6%)	25 (24.0%)	3.52	1.254
3.The Project M&E activities were cost effective and thus value for money to the organization	12 (11.5%)	18 (17.3%)	26 (25.0%)	29 (27.9%)	19 (18.3%)	3.24	1.266
4.The project M&E reports lead to replication of the projects to other regions	10 (9.6%)	25 (24.0%)	23 (22.1%)	27 (26.0%)	19 (18.3%)	3.19	1.262
5.The project was delivered within the agreed timelines	11 (10.6%)	20 (19.2%)	19 (18.3%)	30 (28.8%)	24 (23.1%)	3.35	1.313
Overall composite mean & Std Deviation						3.35	0.848

Table 4-6: Performance of Environmental Projects

In Table 4.6 the line item 1 indicated that, M&E reports were of high quality that informed sound decision making on Performance of National Environment Trust Fund projects. Those who strongly disagreed were 11(10.6%) and those who disagreed were 17(16.3%). The respondents who were not in agreement with the first statement that M&E reports were of high quality that informed sound decision making were 28(26.9%) while neutral were 15(14.4%) meaning that they were not in either side. However, those who agreed were 38(36.5%) and strongly agreed were 23(22.1%) making a total of 61(58.6%) who were in agreement with statement M&E reports were of high quality that informed sound decision making. The mean score was 3.43 and a SD of 1.290 higher than the overall composite means of 3.35 and 0.848. This is an indication that variable positively influenced performance of National Environment Trust Fund projects. This study outcome is in concurrence with the conclusion of a study by Kariuki, (2015) depicted that project performance is project completion on time, on budget, and to the client's satisfaction is interchangeable to accomplishment. This can only be achieved if M&E reports were of higher quality and giving the fundamental information concerning the projects being implemented by the National Environment Trust Fund in Kenya. The implication of the statement is that without proper reports no concrete information can be delivered about the projects which are ongoing thus no proper decision making can be made hence negative influence on the products achieved.

The second line item indicated that M&E reports were reliable and inspired the confidence of stakeholders. Strongly disagreed were 11(10.6%) and those who disagreed 10(9.6%). So those who were not in disagreement with the second statement that M&E reports were reliable and inspired the confidence of stakeholders were 21(20.2%). Neutral were 22(21.2%) meaning that they were not decided. However, those who agreed were 36(34.6%) and strongly agreed were 25(24.0%) making a total of 61(58.6%) in agreement with the statement that M&E reports were

reliable and inspired the confidence of stakeholders. The sub-mean score was 3.52 and SD of 1.254 higher than the overall composite means of 3.35 and 0.848. This implies that the results agreed with the statements that M&E reports were reliable and inspired the confidence of stakeholders as well as influencing the performance of National Environment Trust Fund projects.

The third line item indicated that M&E activities were cost effective and thus value for money to the organization. Those who strongly disagreed were 12(11.5%) and those who disagreed 18(17.3%). So those who were not in agreement with the second statement on M&E activities were cost effective and thus value for money to the organization were 30(28.8%). Neutral were 26(25.0%) meaning they thought otherwise. However, those who agreed were 29(27.9%) and strongly agreed were 19(18.3%) making a total of 48(46.2%) were in agreement with the statement that Project M&E activities were cost effective and thus value for money to the organization. The sub-mean score of 3.24 and SD of 1.266 higher than the overall composite means of 3.35 and 0.848. This implies that the results agreed with the statements that M&E activities were cost effectiveness thus utility for funds to the organization had influenced performance of National environment Trust Fund projects.

The fourth line item indicated that M&E reports lead to replication of the projects to other regions. Those who strongly disagreed were 12(11.5%) and those who disagreed 18(17.3%). So those who were not in agreement with the second statement on that M&E reports lead to replication of the projects to other regions were 30(28.8%). Neutral were 26(25.0%) meaning they thought otherwise. However, those who agreed were 29(27.9%) and strongly agreed were 19(18.3%) making a total of 48(46.2%) agreed with the statement on that M&E reports lead to replication of the projects to other regions. The line item had a mean score of 3.19 and SD of 1.262 higher than the overall composite means of 3.35 and 0.848. This implies that the results agreed with the

statements that that M&E reports lead to replication of the projects to other regions as well as influencing the performance of National Environment Trust Fund projects.

The fifth line item indicated that projects were delivered within the agreed timelines. Those who strongly disagreed were 11(10.6%) and those who disagreed 20(19.2%). So those who were not in agreement with the second statement on that project were delivered within the agreed timelines were 31(29.8%). Neutral were 19(18.3%) meaning they thought otherwise. However, those who agreed were 30(28.8%) and strongly agreed were 24(23.1%) making a total of 54(51.9%) agreed with the statement projects were delivered within the agreed timelines. The line item had a mean score of 3.35 and SD of 1.313 higher than the overall composite means of 3.35 and 0.848. This implies that the results agreed with the statements that projects were delivered within the agreed timelines as well as influencing the performance of National Environment Trust Fund projects.

Serra and Kun, (2014) in their study argue that project performance is measured by the achievement of budget and quality while at the same time delivering benefits sustainably to the satisfaction of the client. This concurred with the current study that project was delivered within the agreed timelines and had great influence on the beneficiaries of the project. According to Shihemi, (2016) monitoring and evaluation tools influence the performance of projects as per the findings of this study which had statements as they were delivered within the agreed timelines. This could not be possible if the decisions were not made well and followed to the latter. Therefore, the findings concur with the existing literature from the other scholars, however the statements had diversified results.

4.3.1.1 M&E Resource Allocations and Performance of National Environment Trust Fund Projects

This is the independent variable that measured M&E resource allocations and performance of National Environment Trust Fund projects. To achieve this objective, the respondents were requested to offer their options grounded on their level of agreement or disagreement along a Likert scale in which a numerical scale of 1-5 was provided where 1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. Table 4.7 displays the results obtained.

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std Deviation
1. There was sufficient funds allocated to the M&E activities in the organization	14 (13.5%)	25 (24.0%)	21 (20.2%)	26 (25.0%)	18 (17.3%)	3.09	1.315
2. There was adequate M&E preparations and facilitation to M&E activities in the organization	17 (16.3%)	23 (22.1%)	15 (14.4%)	31 (29.8%)	18 (17.3%)	3.10	1.369
3. Fund allocated for M&E practices are readily accessible	10 (9.6%)	17 (16.3%)	15 (14.4%)	36 (34.6%)	26 (25.0%)	3.49	1.292
4. Sufficient funding improves M&E reports thus reliable and inspires stakeholders' confidence	10 (9.6%)	25 (24.0%)	15 (14.4%)	27 (26.5%)	27 (26.0%)	3.35	1.349
5. Sufficient funding improves cost effectiveness of the project	16 (15.4%)	25 (24.0%)	7 (6.7%)	27 (26.0%)	29 (27.9%)	3.27	1.476
6. Sufficient funding leads to replication of projects	20 (19.2%)	19 (18.3%)	10 (9.6%)	20 (19.2%)	35 (33.7%)	3.30	1.557
7. Sufficient funding leads to delivery of project activities within timelines	6 (5.8%)	24 (23.1%)	14 (13.5%)	32 (30.8%)	28 (26.9%)	3.50	1.270
8. Fund allocated for M&E is hardly enough	5 (4.8%)	25 (24.0%)	23 (22.1%)	27 (26.0%)	24 (23.1%)	3.58	1.270
Overall composite mean & Std Deviation						3.34	1.156

Table 4-7: M&E Resource Allocations

The first line item indicated that there were sufficient funds allocated to the M&E activities in the organization. Those who strongly disagreed were 14(13.5%) and those who disagreed 25(24.0%). So those who were not in agreement with the second statement on that there were sufficient funds allocated to the M&E activities in the organization were 39(237.5%). Neutral were 21(20.2%) meaning they thought otherwise. However, those who agreed were 26(25.0%) and strongly agreed were 18(17.5%) making a total of 44(42.5%) agreed with the statement there was sufficient funds allocated to the M&E activities in the organization. The line item had a mean score of 3.09 and SD of 1.315 lower than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements there was sufficient funds allocated to the M&E activities in the organization as well as influencing the performance of National Environment Trust Fund projects.

The second line item indicated that there was adequate M&E preparations and facilitation to M&E activities in the organization. Those who strongly disagreed were 17(16.3%) and those who disagreed 23(22.1%). So those who were not in agreement with the second statement on that there was adequate M&E preparations and facilitation to M&E activities in the organization were 40(38.4%). Neutral were 15(14.4%) meaning were not decided. However, those who agreed were 31(29.8%) and strongly agreed were 18(17.3%) making a total of 49(47.1%) agreed with the statement there was adequate M&E preparations and facilitation to M&E activities in the organization. The line item had a mean score of 3.10 and SD of 1.369 lower than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements there was adequate M&E preparations and facilitation to M&E activities in the organization as well as influencing the performance of National Environment Trust Fund projects.

The third line item indicated that fund allocated for M&E practices are readily accessible. Those who strongly disagreed were 10(9.3%) and those who disagreed 17(16.3%). So those who were not in agreement with the second statement on that fund allocated for M&E practices are readily accessible were 27(25.6%). Neutral were 15(14.4%) meaning were not decided. However, those who agreed were 36(34.6%) and strongly agreed were 26(25.0%) making a total of 62(59.6%) agreed with the statement, fund allocated for M&E practices are readily accessible. The line item had a mean score of 3.49 and SD of 1.292 lower than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements fund allocated for M&E practices are readily accessible as well as influencing the performance of National Environment Trust Fund projects.

The fourth line item indicated that sufficient funding improves M&E reports thus reliable and inspires stakeholder's confidence. Those who strongly disagreed were 10(9.3%) and those who disagreed 25(24.0%). So those who were not in agreement with the second statement on sufficient funding improves M&E reports thus reliable and inspires stakeholder's confidence were 35(33.3%). Neutral were 15(14.4%) meaning were not decided. However, those who agreed were 27(26.0%) and strongly agreed were 27(26.0%) making a total of 54(52%) agreed with the statement, sufficient funding improves M&E reports thus reliable and inspires stakeholder's confidence. The line item had a mean score of 3.35 and SD of 1.349 lower than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements sufficient funding improves M&E reports thus reliable and inspires stakeholder's confidence as well as influencing the performance of National Environment Trust Fund projects.

The fifth line item indicated that sufficient funding improves cost effectiveness of the project. Those who strongly disagreed were 16(15.4%) and those who disagreed 25(24.0%). So

those who were not in agreement with the second statement on sufficient funding improves cost effectiveness of the project were 41(40.4%). Neutral were 7(6.7%) meaning were not decided. However, those who agreed were 27(26.0%) and strongly agreed were 29(27.9%) making a total of 56(53.9%) agreed with the statement, sufficient funding improves cost effectiveness of the project. The line item had a mean score of 3.27 and SD of 1.476 lower than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements sufficient funding improves cost effectiveness of the project as well as influencing the performance of National Environment Trust Fund projects.

The sixth line item indicated sufficient funding leads to replication of projects. Those who strongly disagreed were 20(19.2%) and those who disagreed 19(18.3%). So those who were not in agreement with the second statement on sufficient funding leads to replication of projects were 39(37.5%). Neutral were 10 (9.6%) meaning were not decided. However, those who agreed were 20(19.2%) and strongly agreed were 35(33.7%) making a total of 55(52.9%) agreed with the statement, sufficient funding leads to replication of projects. The line item had a mean score of 3.30 and SD of 1.557 lower than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements sufficient funding leads to replication of projects as well as influencing the performance of National Environment Trust Fund projects.

The seventh line item indicated sufficient funding leads to delivery of project activities within timelines. Those who strongly disagreed were 6(5.8%) and those who disagreed 24(23.1%). So those who were not in agreement with the second statement on sufficient funding leads to delivery of project activities within timelines were 30(28.9%). Neutral were 14 (13.5%) meaning were not decided. However, those who agreed were 32(30.8%) and strongly agreed were 28(26.9%) making a total of 60(57.7%) agreed with the statement, sufficient funding leads to

delivery of project activities within timelines. The line item had a mean score of 3.50 and SD of 1.270 higher than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements sufficient funding leads to delivery of project activities within timelines as well as influencing the performance of National Environment Trust Fund projects.

The eighth line item indicated; funds allocated for M&E is hardly enough. Those who strongly disagreed were 5(4.8%) and those who disagreed 25(24.0%). So those who were not in agreement with the second statement funds allocated for M&E is hardly enough 30(28.8%). Neutral were 23 (22.1%) meaning were not decided. However, those who agreed were 24(23.1%) and strongly agreed were 28(26.9%) making a total of 52(50%) agreed with the statement, funds allocated for M&E is hardly enough. The line item had a mean score of 3.58 and SD of 1.270 higher than the overall composite means of 3.34 and 1.156. This implies that the results agreed with the statements funds allocated for M&E is hardly enough as well as influencing the performance of National Environment Trust Fund projects.

Based on the study findings there was good improvement on resource allocations, and this was echoed by Mwangi et al, 2014 who found out that public funding plays an important role in strategy implementation. Lack of funds leads to premature closure of the project or permanently terminated. According to Fleming, (2018), monitoring and evaluation systems of any organizations need to improve their performance to get the desired results. This can only be viable if the finances are available for the projects to go on as schedule. The current study found out that monitoring and evaluation resources allocations were very vital and specifically the finances which are very key to any progress to take place.

4.3.1.2 M&E Staff expertise and Performance of National Environment Trust

This is the independent variable that measured M&E Staff experts and performance of National Environment Trust Fund projects. To achieve this objective, the respondents were requested to offer their options grounded on their level of agreement or disagreement along a Likert scale in which a numerical scale of 1-5 was provided where 1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. Table 4.8 displays the results obtained.

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std Deviation
1. There are sufficiently trained M&E staff in the organization	12 (11.5%)	19 (18.3%)	15 (14.4%)	37 (35.4%)	21 (20.2%)	3.35	1.305
2. The M&E staff have the right qualifications and experience	11 (10.6%)	19 (18.3%)	15 (14.4%)	33 (31.7%)	26 (25.0%)	3.42	1.327
3. The M&E staff are continuously mentored and coached	6 (5.8%)	19 (18.3%)	17 (16.3%)	31 (29.8%)	31 (29.8%)	3.60	1.250
4. M&E staff have scanty M&E skills	12 (11.5%)	23 (22.1%)	17 (16.3%)	29 (27.9%)	23 (22.1%)	3.27	1.338
5. M&E staff with the right qualifications and experience leads to quality M&E reports	10 (9.6%)	11 (10.6%)	13 (12.5%)	40 (38.5%)	30 (28.8%)	3.66	1.267
6. M&E staff with the right expertise creates reliable M&E reports	13 (12.5%)	29 (27.9%)	11 (10.6%)	30 (28.8%)	21 (20.2%)	3.16	1.366
7. M&E staff with the right qualifications and experience improves cost effectiveness	14 (13.5%)	17 (16.3%)	8 (7.7%)	39 (37.5%)	26 (25.0%)	3.44	1.378
8. M&E staff with the right qualifications and experience leads to delivery of project within project timelines	13 (12.5%)	20 (19.2%)	13 (12.5%)	33 (31.7%)	25 (24.0%)	3.36	1.365
Overall composite mean & Std Deviation						3.41	1.208

Table 4-8: M&E Staff Expertise

The first line item indicated, there is a sizeable number of M&E professionals in the entity. Those who strongly disagreed were 12(11.5%) and those who disagreed 19(18.3%). So those who were not in agreement with the second statement there are sufficiently trained M&E staff in the organization were 31(29.8%). Neutral were 15 (14.4%) meaning were not decided. However, those who agreed were 37(35.6%) and strongly agreed were 21(20.2%) making a total of 58(55.8%) agreed with the statement, there is enough M&E personnel in the institution. The line item had a mean score of 3.35 and SD of 1.305 higher than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements there are sufficiently trained M&E staff in the organization as well as influencing the performance of National Environment Trust Fund projects.

The second line item indicated, M&E staff have the right qualifications and experience in managing the projects. Those who strongly disagreed were 11(10.6%) and those who disagreed 19(18.3%). So those who were not in agreement with the second statement M&E staff have the right qualifications and experience in managing the projects were 30(28.9%). Neutral were 15 (14.4%) meaning were not decided. However, those who agreed were 33(31.7%) and strongly agreed were 26(25.0%) making a total of 59(56.7%) agreed with the statement, M&E staff have the right qualifications and experience in managing the projects. The line item had a mean score of 3.42 and SD of 1.327 higher than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff have the right qualifications and experience in managing the projects as well as influencing the performance of National Environment Trust Fund projects.

The third line item indicated, M&E staff are continuously mentored and coached. Those who strongly disagreed were 6(5.8%) and those who disagreed 19(18.3%). So those who were not

in agreement with the second statement M&E staff are continuously mentored and coached were 25(24.1%). Neutral were 17 (16.3%) meaning were not decided. However, those who agreed were 31(29.8%) and strongly agreed were 31(29.8%) making a total of 62(59.6%) agreed with the statement, M&E staff are continuously mentored and coached. The line item had a mean score of 3.60 and SD of 1.250 higher than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff are continuously mentored and coached as well as influencing the performance of National Environment Trust Fund projects.

The fourth line item indicated; M&E staff have scanty M&E skills. Those who strongly disagreed were 12(11.5%) and those who disagreed 23(22.1%). So those who were not in agreement with the second statement M&E staff have scanty M&E skills were 35(32.6%). Neutral were 17 (16.3%) meaning were not decided. However, those who agreed were 29(27.9%) and strongly agreed were 23(22.1%) making a total of 52(50%) agreed with the statement, M&E staff have scanty M&E skills. The line item had a mean score of 3.27 and SD of 1.338 lower than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff have scanty M&E skills as well as influencing the performance of National Environment Trust Fund projects.

The fifth line item indicated, M&E staff with the right qualifications and experience leads to quality M&E reports. Those who strongly disagreed were 10(9.6%) and those who disagreed 11(10.6%). So those who were not in agreement with the second statement M&E staff with the right qualifications and experience leads to quality M&E reports were 21(20.2%). Neutral were 13 (12.5%) meaning were not decided. However, those who agreed were 40(38.5%) and strongly agreed were 30(28.8%) making a total of 70(67.3%) agreed with the statement, M&E staff with the right qualifications and experience leads to quality M&E reports. The line item had a mean

score of 3.66 and SD of 1.267 higher than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff with the right qualifications and experience leads to quality M&E reports as well as influencing the performance of National Environment Trust Fund projects

The sixth line item indicated, M&E staff with the right expertise creates reliable M&E reports. Those who strongly disagreed were 13(12.5%) and those who disagreed 29(27.9%). So those who were not in agreement with the second statement M&E staff with the right expertise creates reliable M&E reports were 42(40.4%). Neutral were 11 (10.6%) meaning were not decided. However, those who agreed were 30(28.8%) and strongly agreed were 21(20.2%) making a total of 51(49%) agreed with the statement, M&E staff with the right expertise creates reliable M&E reports. The line item had a mean score of 3.16 and SD of 1.366 lower than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff with the right expertise creates reliable M&E reports as well as influencing the performance of National Environment Trust Fund projects.

The seventh line item indicated, M&E staff with the right qualifications and experience improves cost effectiveness. Those who strongly disagreed were 14(13.5%) and those who disagreed 17(16.3%). So those who were not in agreement with the second statement M&E staff with the right qualifications and experience improves cost effectiveness were 31(29.8%). Neutral were 8 (7.7%) meaning were not decided. However, those who agreed were 39(37.5%) and strongly agreed were 26(25.0%) making a total of 51(49%) agreed with the statement, M&E staff with the right qualifications and experience improves cost effectiveness. The line item had a mean score of 3.44 and SD of 1.378 higher than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff with the right qualifications and

experience improves cost effectiveness as well as influencing the performance of National Environment Trust Fund projects

The eight-line item indicated, M&E staff with the right qualifications and experience leads to delivery of project within project timelines. Those who strongly disagreed were 13(12.5%) and those who disagreed 20(19.2%). So those who were not in agreement with the second statement M&E staff with the right qualifications and experience leads to delivery of project within project timelines were 33(31.7%). Neutral were 13 (12.5%) meaning were not decided. However, those who agreed were 33(31.7%) and strongly agreed were 25(24.0%) making a total of 58(55.7%) agreed with the statement, M&E staff with the right qualifications and experience leads to delivery of project within project timelines. The line item had a mean score of 3.36 and SD of 1.365 higher than the overall composite means of 3.41 and 1.208. This implies that the results agreed with the statements M&E staff with the right qualifications and experience leads to delivery of project within project timelines as well as influencing the performance of National Environment Trust Fund projects

The current study found out that the skills and experience for M&E staff influenced the performance of environmental projects in NETFUND. The study differs with Makori and Wanyoike, (2015) who depicted that M&E staff lacked potential and mentoring for skills, which hampered ideas and making adversely affects performance outcomes. On the other hand, Wanyoike and Okello, (2015) concur with the current study on the skills acquired by the staff through capacity building on trainings performed to them. Also, the current study differed with Yusuf, Otonde & Achyo, (2019) on performance of projects due to skills impacted to the staff. Most of the staff had not attended the workshops prior the implementation of the project thus not fully equipped. It is on this line that the current study felt that there is a void that needs to be filled

by other scholars. Performance of National Environment Trust Fund projects needs more experts to assist all the stakeholders implementing all the projects.

4.3.1.3 M&E Tools and Performance of National Environment Trust Fund Projects

This is the independent variable that measured M&E Staff experts and performance of National Environment Trust Fund projects. To achieve this objective, the respondents were requested to offer their options grounded on their level of agreement or disagreement along a Likert scale in which a numerical scale of 1-5 was provided where 1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. Table 4.9 displays the results obtained.

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	Std Deviation
1.The M&E team uses ICT based M&E data collection tools	4 (3.8%)	14 (13.5%)	13 (12.5%)	40 (38.5%)	33 (31.7%)	3.81	1.141
2.The project have clear baselines and indicators	15 (14.4%)	17 (16.3%)	9 (8.7%)	40 (38.5%)	23 (22.1%)	3.38	1.374
3. The team developing the M&E tools have M&E skills and expertise	8 (7.7%)	17 (16.3%)	20 (19.2%)	36 (34.6%)	23 (22.1%)	3.47	1.222
4. Outdated M&E tools are still in use	8 (7.7%)	15 (14.4%)	8 (7.7%)	43 (41.3%)	30 (28.8%)	3.69	1.247
5. Use of ICT M&E tools leads to quality M&E reports	10 (9.6%)	15 (14.4%)	15 (14.4%)	37 (35.6%)	27 (26.0%)	3.54	1.279
6. A project with clear baselines and indicators leads to quality and reliable M&E reports	8 (7.7%)	14 (13.5%)	12 (11.5%)	34 (32.7%)	36 (34.6%)	3.73	1.279
7.A project with quality and reliable reports leads to replication of projects	13 (12.5%)	15 (14.4%)	13 (12.5%)	32 (30.8%)	31 (29.8%)	3.51	1.379
8. Use of ICT M&E tools leads to cost effectiveness of M&E	7 (6.7%)	20 (19.2%)	11 (10.6%)	34 (32.7%)	32 (30.8%)	3.62	1.287
9. Use of ICT M&E tools leads to effective M&E activities	9 (8.7%)	19 (18.3%)	9 (8.7%)	34 (32.7%)	33 (31.7%)	3.61	1.332
Overall composite mean & Std Deviation						3.59	1.073

Table 4-9: Monitoring and Evaluation Tools

The first line item indicated; the M&E team uses ICT based M&E data collection tools. Those who strongly disagreed were 4(3.8%) and those who disagreed 14(13.5%). So those who were not in agreement with the second statement the M&E team uses ICT based M&E data collection tools were 18(17.3%). Neutral were 13 (12.5%) meaning were not decided. However, those who agreed were 40(38.5%) and strongly agreed were 33(31.7%) making a total of 73(70.2%) agreed with the statement, the M&E team uses ICT based M&E data collection tools. The line item had a mean score of 3.81 and SD of 1.141 higher than the overall composite means of 3.59 and 1.073. This implies that the results agreed with the statements the M&E team uses ICT based M&E data gathering equipment's thus influencing the performance of National Environment Trust Fund projects

The second line item indicated that project have clear baselines and indicators. Those who strongly disagreed were 15(14.4%) and those who disagreed 17(16.3%). So those who were not in agreement with the second statement that project have clear baselines and indicators were 32(30.7%). Neutral were 9 (8.7%) meaning were not decided. However, those who agreed were 40(38.5%) and strongly agreed were 23(22.1%) making a total of 63(60.6%) agreed with the statement, that project have clear baselines and indicators. The line item had a mean score of 3.38 and SD of 1.314 higher than the overall composite means of 3.59 and 1.073. Implication of results agreeing with the statements on projects have clear baselines and indicators as well as influencing the performance of National Environment Trust Fund projects

The third line item indicated that team developing the M&E tools have M&E skills and are expertise. Those who strongly agreed were 8(7.7%) and those who disagreed 17(16.3%). So those who were not agreeing on second line-item team developing the M&E tools have M&E skills and are expertise were 25(24%). Neutral were 20 (19.2%) meaning were not decided. However, those

who agreed were 36(34.6%) and strongly agreed were 23(22.1%) making a total of 59(56.7%) agreed with the statement, team developing the M&E tools have M&E skills and are expertise. The line item had a mean score of 3.47 and SD of 1.222 lower than overall composite means of 3.59 and 1.073. This implies that the results agreed with the statements that team developing the M&E tools have M&E skills and are expertise as well as influencing the performance of National Environment Trust Fund projects

The fourth line item indicated; outdated M&E tools are still in use. Those who strongly disagreed were 8(7.7%) and those who disagreed 15(14.4%). So those who were not in agreement with the second outdated M&E tools are still in use were 23(24%). Neutral were 8 (7.7%) meaning were not decided. However, those who agreed were 43(41.3%) and strongly agreed were 30(28.8%) making a total of 73(70.1%) agreed with the statement outdated M&E tools are still in use. The line item had a mean score of 3.69 and SD of 1.247 higher than the overall composite means of 3.59 and 1.073. This implies that the results agreed with the statements outdated M&E tools are still in use as well as influencing the performance of National Environment Trust Fund projects

The fifth line item indicated; use of ICT M&E tools leads to quality M&E reports. Those who strongly disagreed were 10(9.6%) and those who disagreed 15(14.4%). So those who were not in agreement with the second use of ICT M&E tools leads to quality M&E reports were 25(24%). Neutral were 15 (14.4%) meaning were not decided. However, those who agreed were 37(35.6%) and strongly agreed were 27(26.0%) making a total of 64(61.6%) agreed with the statement use of ICT M&E tools leads to quality M&E reports. The line item had a means score of 3.54 and SD of 1.279 lower than the overall composite means of 3.59 and 1.073. This implies

that the results agreed with the statements use of ICT M&E tools leads to quality M&E reports as well as influencing the performance of National Environment Trust Fund projects

The sixth line item indicated, a project with clear baselines and indicators leads to quality and reliable M&E reports. Those who strongly disagreed were 8(7.7%) and those who disagreed 14(13.5%). So those who were not in agreement with the second statement, project with clear baselines and indicators leads to quality and reliable M&E reports were 22(21.2%). Neutral were 12 (11.5%) meaning were not decided. However, those who agreed were 34(32.7%) and strongly agreed were 36(34.6%) making a total of 70(67.3%) agreed with the statement a project with clear baselines and indicators leads to quality and reliable M&E reports. The line item had a mean score of 3.73 and SD of 1.279 lower than the overall composite means of 3.59 and 1.073. This implies that the results agreed with the statements a project with clear baselines and indicators leads to quality and reliable M&E reports as well as influencing the performance of National Environment Trust Fund projects

The seventh line item indicated, project with quality and reliable reports leads to replication of projects. Those who strongly disagreed were 13(12.5%) and those who disagreed 15(14.4%). So those who were not in agreement with the second statement project with quality and reliable reports leads to replication of projects were 28(26.9%). Neutral were 13 (12.5%) meaning were not decided. However, those who agreed were 32(30.8%) and strongly agreed were 31(29.8%) making a total of 63(60.6%) agreed with the statement project with quality and reliable reports leads to replication of projects. The line item had a mean score of 3.51 and SD of 1.379 lower than the overall composite means of 3.59 and 1.073. This implies that the results agreed with the statements project with quality and reliable reports leads to replication of projects as well as influencing the performance of National Environment Trust Fund projects

The eighth line item indicated; use of ICT M&E tools leads to effective performance of National Environment Trust Fund Projects. Those who strongly disagreed were 7(6.7%) and those who disagreed 20(19.2%). So those who were not in agreement with the second statement use of ICT M&E tools leads to cost effectiveness of M&E were 27(25.9%). Neutral were 11 (10.6%) meaning were not decided. However, those who agreed were 34 (32.7%) and strongly agreed were 32(30.8%) making a total of 66(63.5%) agreed with the statement use of ICT M&E tools leads to cost effectiveness of M&E. The line item had a mean score of 3.62 and SD of 1.287 lower than the overall composite means of 3.59 and 1.073. This implies that the results agreed with the use of ICT M&E tools leads to cost effectiveness of M&E as well as influencing the performance of National Environment Trust Fund projects

The ninth line item indicated; use of ICT M&E tools leads to effective M&E activities. Those who strongly disagreed were 9(8.7%) and those who disagreed 19(18.3%). So those who were not in agreement with the second statement use of ICT M&E tools leads to cost effectiveness of M&E were 28(27%). Neutral were 9 (8.7%) meaning were not decided. However, those who agreed were 34(32.7%) and strongly agreed were 33(31.7%) making a total of 67(64.4%) agreed with the statement use of ICT M&E tools leads to cost effectiveness of M&E. The line item had a mean score of 3.62 and SD of 1.287 lower than the overall composite means of 3.59 and 1.073. This implies that the results agreed with the use of ICT M&E tools leads to cost benefit of M&E in influencing performance of National Environment Trust Fund projects.

According to the outcomes of the current investigation, they found that monitoring and evaluation tools are essential in any programme as depicted by Murei, kidombo & Gakuu, (2018). This was supported by Issa, (2016) and it is in support of the current study that monitoring, and evaluation tools are key to any project implementer. Kariuki & Reddy, (2017) support that M&E

tools leads to effective performance of projects whereby National Environment Trust Fund projects is no exceptional hence positive results. This means monitoring and evaluation tools influenced the performance of National Environment Trust Fund projects greatly.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The observations, dialogue, conclusions, and recommendations of the study are provided in this section. It also identifies areas that need to be investigated further. The results are represented in accordance with the research questions of the research, which included monitoring and evaluating tenets and the influence of performance of National Environment Trust Fund projects in Kenya.

5.2 Discussion

The impact of M&E resource utilization, M&E Staff experts, and M&E tools on the performance of environmental projects executed by the National Environment Trust Fund in Kenya was the focus of this study. As a result, the key emphasis is on a thorough discussion of each parameter as well as the conclusions drawn.

5.2.1 Performance of National Environment Trust Fund Projects

This study findings are in concurrence with the conclusion of a study by Kariuki, (2015) depicted that project performance is synonymous with project success, within schedule, cost and quality and meeting the client's expectation. This can only be achieved if M&E reports were of higher quality and giving the fundamental information concerning the projects being implemented by the National Environment Trust Fund in Kenya. The implication of the statement is that without proper reports no concrete information can be delivered about the projects which are ongoing thus no proper decision making can be made hence negative influence on the products achieved. It must also give the stakeholders confident that they are on the right track hence positive reports. The study also agreed that the M&E activities in the study organization were cost effective and thus offered value for money to the organization, numerous participants were in agreement on M&E of

projects implemented by organization can lead to projects replication. Similarly, the study also agreed that the projects implemented by NETFUND were delivered within the agreed timelines. This study gave similar findings as that of Serra and Kun, (2014) who argued that project performance is measured by the achievement of budget and quality while at the same time delivering benefits sustainably to the satisfaction of the client.

5.2.2 Findings of Influence of M&E resource allocation on Performance of NETFUND Projects.

The study inferred that allocation of M&E resources with timely budget allocations, M&E logistics facilitations and number of projects implemented enhanced service delivery and the performance of the projects positively. The study revealed project implementers were aware that without resource allocation nothing much can go on as most activities rely on finances and manpower. Many respondents agreed that sufficient funding improves M&E reports at the same time sufficient funding leads to replication of projects meaning it influenced performance of National Environment Trust Fund Projects. This implies that the results agreed with all the statements in this variable whereby sufficient funding improves M&E reports thus reliable and inspires stakeholder's confidence as well as influencing the performance of National Environment Trust Fund projects. Finally, the respondents agreed that delivery of project activities within timelines was achieved due to timely resource allocations. So, in this case the study findings refute what the other scholars have agreed on that all projects are not completed within the specified timelines.

5.2.3 M&E Staff Experts and Performance of NETFUND Projects

The study showed most respondent's concurred monitoring and evaluation experts influenced Performance of National Environment Trust Fund Projects. Wachaiyu (2016) argued on a significant and positive relationship between M&E plan and project success. This M&E plan

includes having an appropriate data collection method and use of the right data collection tools for eliciting response from beneficiaries and other relevant stakeholders. The study further highlighted on the importance of identifying target beneficiaries and involving key stakeholders in monitoring the projects and evaluating as it is required. Active participation of stakeholders in M&E facilitates quicker decision-making, constructive criticism, possession, and thus influence integration of monitoring and evaluation (Agutu, 2014).

5.2.4 M&E Tools and Performance of NETFUND Projects

The study revealed that monitoring and evaluation tools influenced Performance of National Environment Trust Fund Projects as agreed by most of the respondents. The study further showed that adequate reporting template to document findings influenced Performance of National Environment Trust Fund Projects. UNDP (2011) reiterate it is important to have fundamental knowledge of M&E encompassing collecting relevant data, report writing, and ability to make sound recommendations from the use of the reports to have a sound M&E system. Mwangi and Iravo (2015) in their study further indicated that successful implementation of projects in the community is ascribed to having an effectual monitoring and evaluation system adopted from the onset and staff who will implement are adequately trained to ensure that the programme is successful.

5.3 Summary of Major Finding

The first objective which sought to examine the influence of monitoring and evaluation resource allocation on performance of environmental projects in Kenya. Results from the analysis showed that budget allocations, M&E logistics and number of M&E staff per project influence performance of National Environment Trust Fund Projects with an overall composite mean of 3.34

and standard deviation of 1.151. This implies that monitoring and evaluation resource allocation will ensure that performance of National Environment Trust Fund projects is achieved.

For the second objective that was to establish the extent to which monitoring and evaluation staff expertise influence performance of environmental projects, the results indicated that access to beneficiaries and stakeholders, identification of programme target beneficiaries, development of data collection tools, use of appropriate data collection methods, applicability of the developed data collection tools and development of monitoring and evaluation skills influenced performance of National Environment Trust Fund Projects with an overall composite mean of 3.41 and standard deviation of 1.1208. We can therefore infer that monitoring and evaluation experts has an influence on performance of National Environment Trust Fund Projects.

Regarding the third objective which was to assess the influence of monitoring and evaluation tools on performance of environmental projects, the findings of the study showed that having a good use of monitoring and adequate reporting template influenced performance of National Environment Trust Fund Projects whereby half of the respondents strongly agree with the statements of each variable. The objective also shows an overall composite mean of 3.59 and standard deviation of 1.073 meaning that they were all in agreement that the monitoring and evaluation tools influenced the performance of National Environment Trust Fund Projects.

5.4 Conclusion

The study examined influence of monitoring and evaluation tenets on performance of environmental projects. The following conclusions were made; it was evident that the monitoring and evaluation tenets had an influence on performance of environmental projects. In relation to the first objective, the monitoring and evaluation resource allocation was rigorous, and it clearly outlined what the project implementers are after during the resource allocation process. This

ensured that the process of resource allocation was selected have requisite knowledge of the project beneficiaries and all the key stakeholders in the program. The study concluded that capacity training on monitoring and evaluation skills for monitors are critical to improving service delivery of environmental projects.

Finally, the study established that monitoring and evaluation tenets influenced performance of environmental projects. This was largely because the project had skilled staff who had enough experience and knowledge about what they are doing. At the same time source of funds for the monitoring and evaluation were disbursed at the right time making the project to proceed as planned. The study established that the sufficient funds for monitoring and evaluation had great influence on performance of projects since many people were able to complete their projects within the stipulated time. This made many to earn a living through this project and there was positive impact to the beneficiaries.

5.5 Recommendations

From the findings and conclusion, the researcher is making the following recommendations regarding monitoring and evaluation tenets; a) the development of monitoring manual framework should be inclusive and involve the key stakeholders and in the development of data collection tools. This will increase data collection tool applicability for the monitors and evaluators and b) the researcher also recommends that continuous capacity training on monitoring and evaluation will enhance M&E experts with more skills in collecting relevant data and developing quality report. The use of ICT will also improve response time of programme implementation team thereby increasing performance of the projects.

5.6 Areas of Further Study

The study suggested areas in relation to monitoring and evaluation tenets on performance of environmental projects can be carried out in the future. The study was limited in terms of the number resources allocated, M&E tools and experts involved in the project's implementation. These includes i) the role of organization's financial systems and governance structure on monitoring and evaluation of projects and ii) the influence of ICT in monitoring and evaluation systems.

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APPENDICES

**Appendix I.
TO WHOM IT MAY CONCERN**

Introduction Letter for Research

Dear Madam/Sir

REF: MONITORING AND EVALUATION TENETS ON PERFORMANCE OF ENVIRONMENTAL PROJECTS IN KENYA: A CASE OF NATIONAL ENVIRONMENT TRUST FUND

I am Cheboi Andrew, a master's student in Monitoring and Evaluation at Nazere University. The purpose of the study is to assess the influence of monitoring and evaluation tenets on performance of environmental projects in Kenya. To help understand this phenomenon, please fill in this questionnaire, which seeks to understand who you are, the role of organizations management, the influence of resource allocation, the influence of staff expertise and the influence of M&E tools on performance of environmental projects Funded by NETFUND. We will treat the information you give with the highest level of confidentiality and will only use it for the purposes of the study. Please therefore, be very honest. If you have any challenges answering the questionnaire, please ask for assistance from us.

Thank you for your time and Support.

Appendix II. Questionnaire

This research is meant for academic purposes. Kindly you are requested to provide answers to these questions as honestly and precisely as possible. Please note that the information you will provide will only be used for academic reasons and the information provided was very confidential
Please complete the questionnaire by ticking where appropriate - you can use the sign ☑ or X

SECTION A: General Information

1. Respondents Information

a) Gender Female

b) Age in years: below 30 31-40 ☐ 51-50 above -50

2. What is your highest level of education?

☐ Bachelors/ ☐ Post- ☐ Masters ☐ Doctorate
Higher Degree graduate (PhD)
Diploma diploma Diploma

3. Position held in the organization

BoT Chairman CEO Head of Directorate Manager Projects Officer M&E Officer Others-

SECTION B: Performance of environmental Projects

Please base your responses on a recent project in which you or your organization were involved in monitoring and evaluation activities

Do what extent you agree with the following statements. Put a tick (✓) approximately in the table below.

Section 1: Performance of environmental Projects

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The project M&E reports were of high quality that informed sound decision making					
The project M&E reports were reliable and inspired the confidence of stakeholders					
The Project M&E activities were cost effective and thus value for money to the organization					
The project M&E reports lead to replication of the projects to other regions					
The project was delivered within the agreed timelines					

Section 2: Monitoring and evaluation resource allocation and performance of environmental projects

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
There were sufficient funds allocated to the M&E activities in the organization					
There was adequate M&E preparations and facilitation to M&E activities in the organization					
Fund allocated for M&E practices are readily accessible					
Sufficient funding improves M&E reports thus reliable and inspires stakeholders' confidence					
Sufficient funding improves cost effectiveness of the project					
Sufficient funding leads to replication of projects					
Sufficient funding leads to delivery of project activities within timelines					
Fund allocated for M&E is hardly enough					

Section 3: Staff expertise and performance of environmental projects

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
There are sufficiently trained M&E staff in the organization					
The M&E staff have the right qualifications and experience					
The M&E staff are continuously mentored and coached					
M&E staff have scanty M&E skills					
M&E staff with the right qualifications and experience leads to quality M&E reports					
M&E staff with the right expertise creates reliable M&E reports					
M&E staff with the right qualifications and experience improves cost effectiveness					
M&E staff with the right qualifications and experience leads to delivery of project within project timelines					

Section 3: M&E tools and performance of environmental projects

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The M&E team uses ICT based M&E data collection tools					
The project has clear baselines and indicators					
The team developing the M&E tools have M&E skills and expertise					
Outdated M&E tools are still in use					
Use of ICT M&E tools leads to quality M&E reports					
A project with clear baselines and indicators leads to quality and reliable M&E reports					
A project with quality and reliable reports leads to replication of projects					
Use of ICT M&E tools leads to cost effectiveness of M&E					
ICT M&E tools leads to completion of project within timelines					

Thank You for participating

Appendix III. NACOSTI Research Permit


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This is to Certify that Mr. Andrew Kipmaiyo Cheboi of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF MONITORING AND EVALUATION TENETS ON PERFORMANCE OF ENVIRONMENTAL PROJECTS IN KENYA: A CASE OF NATIONAL ENVIRONMENT TRUST FUND for the period ending : 04/March/2023.

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Appendix IV. Authorization Letter



29th April, 2021

E-mail: researchwriting.mba.anu@gmail.com/ monitoringandevaluation@anu.ac.ke
NACOSTI: registry@nacosti.go.ke Tel. 0202711213

Our Ref: **16M03DMME024**

The Director,
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: CHEBOI KIPMAIYO ANDREW
16MO3DMME024**

CHEBOI KIPMAIYO ANDREW is a postgraduate student of Africa Nazarene University in the Master OF ARTS IN MONITORING AND EVALUATION (MME) Program.

In order to complete his program, Cheboi is conducting research entitled: ***INFLUENCE MONITORING AND EVALUATION TENETS ON PERFORMANCE OF ENVIRONMENTAL PROJECTS IN KENYA: A CASE OF NATIONAL ENVIRONMENT TRUST FUND***

Any assistance offered to him will be highly appreciated.

Yours Faithfully,



Dr. Wanjiru Nderitu

**MME, Coordinator; School of Business Studies,
Africa Nazarene University.**

