

**EFFECTS OF PARTICIPATORY MONITORING AND EVALUATION ON
LIVELIHOOD PROJECT OUTCOMES: A CASE OF SELECTED
ENTERPRISE PROJECTS IN KAKUMA**

GLORIANNE MURUMBA

**A Thesis Report Submitted in Partial Fulfilment of the Requirements for the
Award of the Degree of Master of Arts in Monitoring and Evaluation in the
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DECLARATION

I declare that this document and the research that it describes is my original work and that it has not been presented in any other university for academic work.



26.05.2022

Glorianne Murumba_____
Date

19S01DMME004

This research was conducted under my supervision and is submitted with my approval as university supervisor.



28.05.2022

Dr. Wanjiru Nderitu_____
Date**Africa Nazarene University****Nairobi, Kenya**

DEDICATION

This study is dedicated to my family whose words and support has been my source of encouragement and inspiration.

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ABSTRACT

This study sought to determine the effects of participatory monitoring and evaluation on livelihood project outcomes, focusing on enterprise development project in Kakuma, Kenya. To achieve this, the researcher specifically looked at the following specific objectives: To determine the effect of community involvement on enterprise livelihood project outcomes, find out the effect of NGO stakeholders involvement on enterprise livelihood project outcomes and establish the effect of government involvement on enterprise livelihood project outcomes in Kakuma, Kenya. To bring this to perspective, the study was guided by the theory of Participatory Development (PD) which was the main theory of the study, supported by the systems theory. To meet the study objectives, the study adopted a descriptive survey research design. The study targeted the 615 project staff, community, partner NGOs and government participants in the baking, soap making and tailoring projects. Using the Krejcie and Morgan formula, the study sampled 237 respondents. Stratified random sampling was used for sampling purposes. The study used a questionnaire which was close-ended. After data collection, quantitative data from the questionnaire was coded and entered into the computer for computation of descriptive statistics. The Statistical Package for Social Sciences (SPSS version 27) was used to run descriptive statistics such as frequency and percentages so as to present the quantitative data in form of tables and graphs based on the major research questions. The researcher also analysed the data using means and standard deviations to measure central tendencies and dispersion of the data. The study further used linear regression analysis to measure the effect of each independent variable on the dependent variable. For hypothesis testing, regression analysis was used to devise the relationships between the study variables. The study found that community involvement significantly affected and livelihood project outcomes; $T(196) = 13.184$; $\beta = 0.498$; $P \leq 0.05$. NGOs stakeholders involvement also significantly affected and livelihood project outcomes; $T(196) = 12.389$; $\beta = 0.679$; $P \leq 0.05$. Further, government involvement significantly affects and livelihood project outcomes; $T(196) = 13.787$; $\beta = 0.468$; $P \leq 0.05$. The study concluded that all the three hypothesis of the study were rejected. The study recommends more training of beneficiaries on the overall project management processes to foster their participation. The NGOs should also ensure accountability to affected person, resources allocations, resources mobilizations, focus on all issues concerning human rights and advocacy, promote and improve the lives of the refugees and host community. This study recommends that comparative studies be conducted on the subject matter in other areas with enterprise projects for comparative results.

OPERATIONALIZATION OF TERMS

Non-Governmental Organization In the context of this study, it is defined as any institution, organization or agency engaging in voluntary activities to pursue philanthropic goals without profit motive and operating outside the government structures in Kakuma.

Participation In this study, it refers to involvement of beneficiaries, public officers, other partners in the process of project implementation activities in Kakuma-Turkana community.

Participatory monitoring and evaluation In this study, this is an approach to performance review in which stakeholders (NGOs, government and the beneficiary community) in an intervention work together to decide how to assess progress, share control over the content, the process and the results of the process and engage in taking or identifying corrective actions.

Project In the context of this research, it is a temporary effort to accomplish a goal. The word temporary indicates that it is time-bound. Therefore, it has to achieve its defined goals using a given budget that is provided by a donor, sponsor or government entity.

Stakeholder In this study, this means partners participating in a project whose interests are important and may therefore be influenced by the decisions made by the management.

ABBREVIATIONS AND ACRONYMS

ANU	Africa Nazarene University
CDF	Constituency Development Fund
CM&E	Conventional Monitoring and Evaluation
GDP	Gross Domestic Product
KISED	Kalobyei Integrated Socio Economic Development Plan
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non-Governmental Organizations
PD	Participatory Development
PM&E	Participatory Monitoring and Evaluation
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
VIF	Variance Inflation Factors

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study is about the effects of participatory monitoring and evaluation on livelihood project outcomes. This chapter entails the background of the study on the topic. Further, the chapter presents the statement of the problem, purpose of the study, objectives and research questions. The significance of the study, scope of the study, delimitations, limitations, assumptions, theoretical framework and conceptual framework are also discussed in this chapter.

1.2 Background of the Study

1.2.1 Livelihood Project Outcomes

Livelihood project is a set of activities essential in helping the community members generate vital streams of income (Manumbu, 2020). Globally, project management has not been matched with substantial progress in terms of project impact. While casting doubt on the effectiveness of development aid to governments, Kalu and Kim (2021) raise fundamental and legitimate questions about more than 1 trillion US dollars in development aid provided to various governments over the last 50 years, which cannot be fully accounted for. Based on this critic, one gets the general feeling that is depicted by such sentiments to the effect that there is almost nothing to show for billions of dollars spent on development projects. Whereas such criticism may not be entirely true, it has moved development agencies and partners to focus more on productive methods of managing development projects, within set timeframes, scope and cost (Chimhowu, Hulme, & Munro, 2019). This shift in focus is bone out of the realization that development projects constitute a key avenue for catapulting countries from poverty,

by ensuring reduced humanitarian aid dependence, empowerment and skills development, employment creation and projects sustainability.

1.2.2 Participatory Monitoring and Evaluation

Participatory Monitoring and Evaluation (PM&E) is an approach to performance review in which stakeholders including local citizens, policy makers, funding agencies and Nongovernmental Organizations (NGOs) in an intervention work together to decide how to assess progress, share control over the content, the process and the results of the process and engage in taking or identifying corrective actions (Kibukho, 2021). It also builds the capacities of local people to be able to analyse and solve problems facing them (Iddi & Nuhu, 2018). PM&E is important as it empowers citizens, improves their socio-economic development and has successfully been used in development programmes both in the developed and developing countries (Rahman, 2019). As the norm, all the stakeholders are given opportunity to participate in the major stages of PM&E. They include sampling, development of evaluation methods and tools, participatory data collection, frequent data analysis, report validation, drawing up of conclusions and recommendations, and how best to implement the recommendations (Mburu, 2018).

1.2.2.1 Community Involvement

Many government and NGO across the globe have realized that the main reasons for failures in their developmental projects has been and may still be perhaps due to the lack of encouraging active, effective and a lasting participation space for beneficiaries intended for their interventions (Kibukho, 2021). As a result, numerous agencies have started to advocate for the participation of people, especially for the disadvantaged persons in their development interventions. Similarly, the main reasons why projects run into sustainability problems is attributed to lack of local level participation in the

implementation and planning process for their interventions (Zebardast, Akbarpour, Jafari, & Karimi, 2021).

1.2.2.2 NGO Stakeholders Involvement

Many projects have been faced with lack of experienced facilitators in PM&E planning, team formation, team dynamics, adult education, process facilitation, leadership, management and even conflict resolution (Geza, 2018). It always happens that many projects do not have the opportunity or the ability to enlist the services of such experts, especially the partner NGOs. In such circumstances, one can only end up with a PM&E process that is flawed and one that cannot be relied upon for a successful project. Moreover, more often, PM&E has been left to be implemented by stakeholders who are schooled in conventional monitoring and evaluation approaches (Singh, Chandurkar, & Dutt, 2017). According to Boadu and Ile (2018), in many projects, stakeholders often overtly pretend to promote PM&E but covertly practice Conventional Monitoring and Evaluation (CM&E).

1.2.2.3 Government Involvement

Governments have been proactive in domesticating the Sustainable Development Goals (SDGs) (Koome, 2020). In Kenya for instance, the government has come up with the Kenya Vision 2030 that is not only seen as the engine for realizing the SDGs; but also as an avenue to the harnessing of all the available resources in order to address the multiplicity of challenges that are facing the country and improving the living standards of its citizens. However, Kenya in particular and Africa in general are seen as areas where most development projects are not yielding the desired results (Nganyi, Jagongo, & Atheru, 2019). The biggest challenge has to do with how development projects are managed. Consequently, there has been a departure especially within the last 3 decades from CM&E to PM&E of development projects; as one of the major ways of improving

the results of development projects.

1.3 Statement of the Problem

There is a problem in enterprise livelihood projects in most developing countries, as there is still very little to show for the billions of dollars invested for development projects (Kalu & Kim, 2021). It is estimated that in the last 50 years, Africa has received more than 1 trillion US dollars as development aid from the developed world; yet poverty, disease, illiteracy, underdevelopment and hopelessness are still rampant. This has left many development agencies with one lingering question on where the funds go. This state of affairs has prompted a paradigm shift in development with most development agencies adopting PM&E as a key method of ensuring productivity of development projects. However, many development projects that employ PM&E still do not achieve desired objectives (Mburu, 2018). The reason for this is still not studied in Kenya, which necessitated this study on how the PM&E factors influence the results of enterprise development project in Kenya.

Based on existing studies, Goldman et al. (2018) for instance, highlighted the factors that affect PM&E in Benin, Uganda and South Africa, which prospective project implementers should be keen to avoid, such as lack of empowerment of stakeholders. The study, however, did not focus on specific stakeholders in project implementation. Nasr, Kashan, Maleki, Jafari and Hashemi (2020) on the other hand, carried out a study with the objective of demonstrating how stakeholder participation can be used to successfully plan and implement a project. The biggest challenge that reduced the impact of a project according to the study is that there was lack of true empowerment of the project beneficiaries that could have enabled them to decide and prioritize development proposals without external influence. The study also did not consider specific stakeholders in project implementation, including the local community, partner

NGOs and government agencies.

Davis (2017) also concluded that stakeholder participation can be used to ensure that project beneficiaries gain from the project in multiple ways. About the challenges that faced projects, Davis noted that project promoters severely limited peoples' control over their lives and they could not therefore promote the desired change. There was also lack of adequate planning and steady implementation of the project due to extremely unpredictable and volatile situation at the time of the project. Rahman (2019) also addressed many challenges of PM&E of projects including manipulation of projects by powerful stakeholders who can easily influence the findings of a PM&E process, besides lack of objectivity by stakeholders who often easily fail to point out weaknesses in their project. The studies did not state whether the findings could apply to marginalized areas, such as Turkana.

Though Goldman et al. (2018), Nasr et al. (2020), Davis (2017) and Rahman (2019) have discussed some of the factors that influence the results of development projects; they have not addressed the PM&E factors that relate to the objectives of this study, which include community involvement in project identification and design, partner NGOs involvement in project implementation and government involvement. Enterprise development project is among the livelihood projects being implemented in Kakuma Refugee Camp with an aim of improving the livelihood of the refugees and also reducing their self-reliance in humanitarian aid. It was therefore essential to study how the PM&E factors influence the results of enterprise development project in Kenya, which has not been studied before.

1.4 Purpose of the Study

The purpose of this study was to determine the effects of participatory monitoring and evaluation on enterprise development project in Kakuma, Kenya.

1.5 Objectives of the Study

This research sought to determine the effects of participatory monitoring and evaluation on livelihood project outcomes, focusing on development projects in Kakuma, Kenya.

Specifically, the study aimed to:

- i. Determine the effect of community involvement on livelihood project outcomes in Kakuma, Kenya
- ii. To assess the effect of NGO stakeholders' involvement on livelihood project outcomes in Kakuma, Kenya
- iii. Establish the effect of government involvement on livelihood project

1.6 Hypothesis

The study sought to test the following hypotheses;

H₀₁: There is no significant relationship between community involvement on livelihood project outcomes in Kakuma, Kenya.

H₀₂: There is no significant relationship between partner NGOs stakeholders' involvement and livelihood project outcomes in Kakuma, Kenya.

H₀₃: There is no significant effect of government involvement on livelihood project outcomes in Kakuma, Kenya.

1.7 Significance of the Study

As per Creswell and Creswell (2017), significance refers to the value of the research findings and strengths in adding new knowledge or bridging knowledge gaps. The study is of significance to the project sponsors and project teams, policy makers, community

(general public) and scholars. To the policy makers, this study is an important tool through which the government can devise strategies towards development projects. Knowing the factors that affect livelihood project outcomes makes it possible for the stakeholders to plan a project with clear mechanisms of addressing them, and thereby ensure a high degree of project success. In turn, this can ensure immense savings in terms of resources to individuals, companies, development agencies and governments. Eventually, this has the capacity of making Kenya and Africa as whole begin to realize the much anticipated meaningful development, eradicate poverty, and effectively deal with disease, illiteracy, conflict, crime as well as insecurity.

This study is also of benefit to project sponsors and project teams who can be more informed position about effective PM&E best practice and can thus insist on this component in the management of development projects. This will in turn reduce on the failure rate of development projects. This study is expected to generate crucial information to various stakeholders and players in the development sector. Key among them will be the Ministry of Planning and Devolution who are the main players in the decentralized service delivery. A number of Ministries and organizations concerned with project matters and whose businesses have been beneficiaries of project undertakings will also benefit from the study. These welfare providers and government departments will use the findings to scale up the planning methodologies in the wake of devolution in Kenya. Learning and research institutions from Kenya and beyond will also benefit from the findings of the study as the research topic is one of the contemporary issues in modern management in Kenya and the world as a whole.

The findings can be used to advance knowledge and training on PM&E. The general public is also expected to benefit as new methods of fostering and improving relationships during projects undertakings could be discovered or the existing ones

strengthened. In particular, there will be need for gaining more insight in developing and improving the framework for reporting, establishing and strengthening partnerships, collaborations and more so put emphasis on realizing the desired level of satisfaction from implementers and beneficiaries. Above all, the study will add to the existing body of knowledge in PM&E as a contemporary subject with regard to improvement of quality, cost efficiency and rate of completion of projects.

1.8 Scope of the Study

As postulated by Bryman and Bell (2015), the scope of study defines the parameters in which the research operates. In this study, collection of data was limited to the project staff who are in charge of baking, soap making and tailoring projects, NGOs implementing the project, government implementers and residents who are the community project beneficiaries. The study was conducted in Kakuma, Turkana County using a descriptive survey research design. The study additionally used semi-structured questionnaires.

1.9 Delimitation of the Study

Delimitation is defined as an aspect that can be controlled by the researcher but can also affect the results of a research (Creswell & Clark, 2017). Based on the scope of study, the study was delimited to the effects of PM&E on enterprise development project in Kakuma, Kenya. The study was also delimited to the project staff, NGOs, government implementers and residents only.

1.10 Limitations of the Study

Limitation is defined as an aspect of a study that is not under the control of the researcher. It cannot be manipulated by a researcher to make the study easier (Kumar, 2018). The first limitation the study encountered was the unwillingness of the

respondents to give information. Some respondents tried to hide some aspects of what they knew. The researcher overcame this by ensuring there was approval from the university to conduct the study and also assure the respondents of anonymity and that the information will be for study purposes only. The study was also limited by the respondents' unavailability due to work schedules. The researcher overcame this limitation by booking appointments with the respondents. The study was further limited by unprecedented circumstances such as extreme weather conditions and geographical terrain. Reliable transport arrangements were made, and a good network was created with the local security apparatus that took care of emergencies cases.

1.11 Assumptions of the Study

As per Bell and Bryman (2015), for the research problem to exist, the researcher must assume some aspects of the study. This study assumed that there were enterprise development projects in Kakuma, Kenya. The study also assumed that the study respondents were honest in their responses. The study further assumed that the respondents were accessible and willing to share information.

1.12 Theoretical Framework

A theoretical framework refers to a set of interrelated variables, definitions and propositions that present a systematic view of a phenomenon by specifying relations among variables with the purpose of explaining a phenomenon (Creswell & Creswell, 2017). This study was informed by the theory of Participatory Development (PD) which was the main theory of the study, supported by the systems theory.

1.12.1 Theory of Participatory Development

Theory of participatory development is the main theory of the study, proposed by Nelson and Wright (1995). The theory assumes a development approach in which the

local people are fully involved in the creation and managing of a project, program or policy that is designed to change their lives. Dipholo (2002) proposes that PD involves three core elements as follows: The cognitive element which allows the generation of alternative ways of understanding the realities that ought to be addressed in development. Then, there is the political element for empowering the voiceless people in development; and finally the instrumental element which allows the proposition of new alternatives in development.

Dipholo's position is strongly complimented by that of Mgoba and Kabote (2020) who argued and underscored the need for empowerment and social engagement of the people as a way of promoting meaningful community development. Mgoba and Kabote hold that critical consciousness and empowerment of the people are key foundations in development and can be attained through literacy programmes. He calls for an education setting that can help liberate people and encourage social engagement for all. The foregoing position has been echoed by many development organizations including United Nations Development Programme (UNDP). UNDP has a clear understanding of development as a process that entails much more than the rise or fall of Gross Domestic Product (GDP). It is about engendering an environment in which people have capacity to develop their full potential and lead creative and productive lives. Indeed, it is a fact that people have always wanted to be given an opportunity to take part in their own development. UNDP long acknowledged and is promoting this desire. It is no wonder therefore that there was a compelling need to find an approach that could meaningfully and productively involve people in development. The PD theory of development appears to have answered to this need. From the foregoing, is clear that PD is the best way to go in the management of development projects (Dipholo, 2002).

The PD approach is considered to be the ideal model due to its endeavour to empower

the powerless. It involves the bottom-up approach, as opposed to the top-down approach. In this manner, it is envisaged in this approach that the powerless will gradually move towards assuming full responsibility over their own destiny (Mwanzia & Strathdee, 2016). Proponents of theory of participation view it as an approach to development whose impact should go beyond the delivering of the economic well-being of the society. In this case, PD would be incomplete without the dimension of empowerment which entails a more equitable sharing of power and an advanced level of political awareness coupled with strength for disadvantaged masses.

The study adopted this theory as it aims at distributing power equitably in the society. This is done by empowering the marginalized and disadvantaged groups. The rationale for doing this is that it is power that has the ability to enable people to determine whose needs are to be addressed through fair distribution of resources. It is therefore clear from the foregoing that PD is the type that guarantees the success of any given project. It does not only help to sufficiently empower the project beneficiaries to gainfully get involved in project design and implementation, it also ensures that the project objectives address people's priority needs. This is the type of participatory model that development projects should be keen to promote for a lasting impact.

1.12.2 Systems Theory

The systems theory is the supporting theory for this study. The theory was proposed by Aristotle and advanced by Von Bertalanffy (1972). According to the systems theory, a system is defined as an entity composed of interdependent parts each of which contributes to the characteristics of the whole. Enterprise development project in Kakuma is seen here as a system with many interrelated parts each of which works in combination with all others to form an entity with specific properties and purpose. These parts are interdependent and so if one part malfunctions then the overall or the

desired effect of the system will not be achieved. In this study there is the human, material, information and environmental elements that all work together to produce projects to satisfy the needs of the community.

Based on the theory, a project process is viewed as an open system that receives information, which it uses to interact dynamically with its environment composed of varied stakeholder interests. According to the proponents of the systems theory, openness increases its likelihood to survive and prosper. PM&E enhances and sustains the concept of openness which is viewed as a critical success factor in meeting the objectives of a project. The relevance of this theory in this study is born out of the sense that an organization or processes in general sense are people (social component) and the technology they use to get work done and these two components are called socio-technical systems.

In relation to this study, PM&E is well anchored in the project delivery action planning process, the result is many possible additional benefits such as, achievement of social responsibilities and relationships, employee and beneficiary satisfaction and growth rate. In this study, the theory was used to find out whether PM&E as the combining machinery to different parts of a project process could contribute to increased rate of completion, improved relationships between service providers and beneficiaries, improved quality of projects and reduced cost of implementation of the projects.

1.13 Conceptual Framework

Kumar (2018) defined a conceptual framework as a diagrammatic representation of independent and dependent variables. The independent and dependent variables of the study are summarized using the conceptual framework, which shows how these variables interact (Figure 1.1).

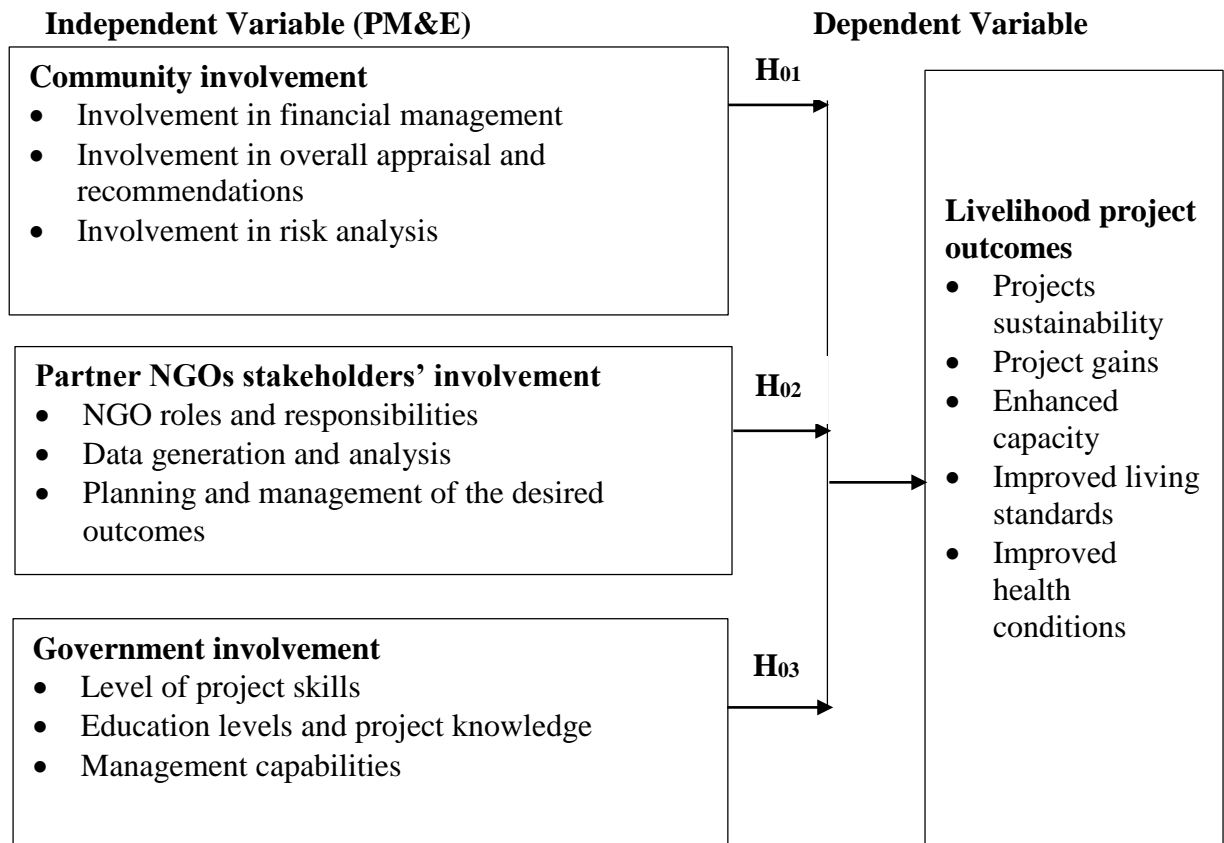


Figure 1.1: Conceptual Framework

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews interrelated literature on the topic as earlier offered by various scholars, authors and analysts. There is a huge and rising body of works on the effects of participatory monitoring and evaluation on livelihood project outcomes. The proposed investigation also discusses the empirical literature review based on the specific objectives of the study, summary of the literature and identifies the gaps in knowledge.

2.2 Review of the Literature

The following section reviews studies done on the same area of study targeting the three-study objectives as done by other scholars locally, regionally and globally. The variables reviewed are discussed thematically.

2.2.1 Community Involvement and Project Outcomes

Many governments and non-governmental organizations across the globe have realized that the main reasons for failures in their developmental projects has been and may still be perhaps due to the lack of encouraging active, effective and a lasting participation space for beneficiaries intended for their interventions (Kibukho, 2021). As a result, numerous agencies have started to advocate for the participation of people, especially for the disadvantaged persons in their development interventions. Similarly, the main reasons why projects run into sustainability problems is attributed to lack of local level participation in the implementation and planning process for their interventions (Zebardast *et al.*, 2021).

The concept of PM&E is an emerging issue in the modern development process.

According to Florini and Pauli (2018), the beneficiary community is expected to contribute to keep their interest high on the agenda and to keep overall project objectives in mind. More often, it is always perceived that the community being served is too ill organized and inarticulate to make their feelings count. The authors observe that on the contrary, there is little doubt that well organized public groups could do much better to keep public projects implementers on their toes to ensure service quality is improved, through making recommendations that can improve the project. Similar sentiments are expressed by Walker *et al.* (2021), who explain that; ultimately the improvement of government projects may depend on the public getting more organized to demand better services. The two studies however do not expressly identify the effects of participation and the modalities for achieving the perceived services for improved quality of life.

Rahman (2019) notes that PM&E can be used to examine the community's participation in projects and form a criterion for assessing the achievement of project objectives and performance in terms of quality of the project and how the livelihoods of the people can be improved. The foregoing analysis of the study gives a picture that PM&E plays a critical role in nurturing relationships between the implementers and the beneficiaries in development projects, through involving them in activities such as risk analysis. With enhanced relationships, an environment is created that facilitates consultations, team building and development of mutual trust which then accelerates the process of implementation of projects, and achievement of the livelihood targets aimed by the project.

Hicks and Ison (2018) observe that there could be strong reasons to involve people who are to benefit from the supplies in any project so that costs are reduced and the people become more committed to the scheme. The study notes that community participation

reduces costs for either maintenance or during the implementation of the project itself. Kadel, Ahmad and Bhattarai (2021) argue that PM&E helps in providing strong foundation for effective utilization of resources of the organization, especially financial resources, and its work units. According to the authors, it also provides a record for various correction steps taken and results attained. Close monitoring allows for early detections of deviations from the planned usage and keeping them on check so as to reduce the overall project costs.

Manumbu (2020) observed that PM&E approaches promote enhanced application of ethical principles in project management, when the beneficiary community is involved. This guides the need to ascertain if indeed evaluation can actually lead to improvement of the quality of projects undertaken through the government process. The study stated that participation and involvement in projects evaluation by rural communities create user empowerment that leads to improved and more cost efficient service delivery in local authorities and this further creates a good sense of ownership. Feedback from the people in the community provides the basis for evaluation of development intervention which more often leads to cost adjustment that are beneficial to the community.

As per Carroll, Witten and Stewart (2017), communities are believed to realize their potential as robust and healthy places when youth are fully welcomed as participating members in development processes. Involving the youth in community development heralds a paradigm shift that sees and recognizes them as assets, problem-solvers and leaders who can serve their communities, be served as well which is possible with participatory approaches in development. Gbadago (2020) also postulated that the community, which is usually the beneficiary in any project, is important in the M&E process in designing the processes and structures of inclusion for those directly affected by projects but are often left out and are powerless or voiceless in all stages of a project.

Community participation entails the process through which the community can influence resource allocation, implementation, risk analysis, decision making and control in development interventions. However, this is usually missing in most projects, which is also the same case for negotiation. According to Karner and Marcantonio (2018), negotiation helps all project stakeholders to agree on what will be monitored or evaluated, when and how to go about analyzing collected data, what collected data actually means or how to share findings from these data and what actions need to be taken among themselves or with project managers.

Participation processes can lead to learning opportunity for every participant involved, which as it circulates among participants can result to improvements and corrective actions for the project (Yadeta, 2020). PM&E can be an educational experience itself and instrumental in stepping up capacities of local participants. PM&E is characterized as a process of individual and collective learning, where participants are able to recognize their weaknesses, strengths, visions, social realities, their viewpoints on development outcomes and act on them accordingly. PM&E can also lead to an appreciation of the dynamics and the various factors that affect the projects successes, failures and potential solutions or alternative actions among participants.

As observed by Onyango (2018), PM&E enables the local community to develop skills which enable them plan, solve problems, and make decisions in their own life outside the project which is attributed to knowledge acquired during participatory processes. At the end of the process both beneficiaries and implementers increase their understanding of each other's strength and weakness and collaborate to complement each other. The participating beneficiaries too get to sharpen their management and M&E skills as result of them interacting with managers and administrators of the projects, while at the same time the managers and administrators get a complete picture

of beneficiaries' pressing issues in development and integrate them into their prospective plans and eventually attract their full attention into participation as beneficiaries.

Sifunjo (2019) also postulated that PM&E provides a learning cycle platform in which participants learn from each other's experience, learn new skills on how to evaluate their own needs, priorities, objectives and take action oriented planning. By consistently reflecting as partners in development to gauge the bearing of their intervention technique and understand their shortcomings or successes in the process, the community members become actively involved in the development process which results in them developing new insights to better comprehend their environment with projects beneficiaries.

Mburu (2018) also observed that as the people are involved, their skills, and circumstances evolve with the development process flexibility is exercised. The change in processes consequently calls for different approaches in strategy to attaining results and new understanding on how to affect sustainable interventions. Flexibility becomes essential with the changing numbers, roles, and competence of stakeholders, the environments they operate in and other circumstances change with time. Flexibility in the PM&E process deals with diverse and changing information needs which influences people's participation.

2.2.2 NGO Stakeholders Involvement and Project Outcomes

Participatory Monitoring and evaluation (PM&E) requires the involvement of key partner NGO stakeholders actively in the M&E process. Involving stakeholders ensures collective reflection, planning and management of the desired outcomes and impact (Basco *et al.*, 2018). The nature of NGO stakeholders' involvement in M&E process

ranges from giving them a voice or consulting them in implementation and use of information. A study by Boadu and Ile (2019) observed that key among the benefits of PM&E in Africa and the world over is its ability to enhance project completion rate and support growth. Mixed with adequate technical capacity, PM&E becomes a formidable tool for fast tracking completion of development projects in Africa and other developing countries elsewhere in the world. Extensive NGO stakeholder involvement facilitates adequate, transparent and flexible consultations which ensures any deadlocks and dealt with project calendar is kept on course.

Chikukwa (2019) notes that there is need to increase the rate and sustainability of development in Africa and elsewhere in the developing world for accelerated socio-economic growth. This therefore explains why development agencies and partners have adopted the PM&E approach of managing development projects as one of the ways of ensuring project productivity. PM&E is seen more as a social process to negotiate between people's expectations or world views. Different NGO stakeholders with interest in development interventions have varied aspirations and issues that are of concern to them which are informed by their social values as influenced by their different social realities in life. Therefore, by applying the principle of negotiation by the NGOs, PM&E participants can have improved understanding of their roles in the evaluation as well as the interests of their colleagues and theirs in the process. Including multiple stakeholders in the M&E process is perceived to contribute towards improved trust and change in perceptions, behaviours, and attitudes amidst stakeholders leading to better outcome for those affected by the project (Kalu & Kim, 2021).

According to Neumann, Robson and Sloan (2018), contemporary monitoring and evaluation practice has been questioned as government expert driven and exclusive of most program NGO stakeholders. It is also about outsiders coming to practice their

expertise in measuring performance of programmes and policies by contrasting progress with pre-set indicators upon applying standardized procedures and tools. On the contrary PM&E is geared towards placing primary stakeholders at the centre of its activities, and in so doing they offer new ways to assess and learn from change that is more inclusive, echoing the realities and hopes of those most directly affected in an intervention.

Davis (2017) argues that PM&E as a development model calls on stakeholders from the bottom-up into development process for ownership, accountability and sustainability to be attained. There are several steps involved in implementing PM&E in development interventions according to the study. The first step involves planning the PM&E process is to determine the objectives and indicators through consultation and collaborations with various stakeholders, especially the NGOs. Second step is reaching a decision on methods of data collection to be applied, followed by methods of data analysis to be utilized in the PM&E and giving each of the categories of stakeholders a chance to critically analyse data. Lastly, the results from analysed data must be shared among other stakeholders and decisions taken thereafter be based on the findings of data.

As per Geza (2018), PM&E also promotes the inclusion of different kinds of stakeholders who should be involved in development processes, planning and in monitoring changes as well as identifying indicators of success for an intervention. PM&E also emphasizes on information sharing throughout the life of projects making adjustment and modifications possible in order to achieve objectives. However, sometimes it so happens that marginalized community members and NGOs are completely excluded in the design, planning and in the implementation of PM&E process, while the elite and politically connected participants dominate PM&E process.

Kiplangat (2021) opines that NGOs are expected to monitor and assess their performance from diverse viewpoints regarding donor goals, beneficiary needs, and internal effectiveness. The study argues that NGOs' role in international terms has increased, along with enormous interest among practitioners, governments, people, donors, policymakers, and academics, about their results. This is because there is still insufficient credible data on the impact of NGOs' programs (Nalianya, 2017). Nalianya (2017) states that the performance indicators mostly utilized include efficiency, effectiveness, marketing, costs, audits, and beneficiary satisfaction. That implies assessing project/program performance may require evaluating the process that evaluates the same. M&E must therefore be developed and reinforced because it is a vital component of a well-functioning program as it guarantees performance-based outcomes.

Engaging stakeholder in the M&E process ensures that better M&E data is generated and that M&E data analysis is performed to the highest standards. It also ensures that service users participate in all project areas that are impactful (Asantewaa & Acheampong, 2021). It also increases the likelihood of program continuity as increased stakeholder participation is key to project success. Kiplangat (2021) noted that stakeholder involvement is a crucial factor in the implementation of M&E. For effective implementation of M&E activities, the study asserted that stakeholder participation should begin at the design stage and continue to the end. Further, in the decision-making processes, misunderstanding, frustration, and disruption of projects may occur when NGOs recognize resource use but disregard local citizens.

2.2.3 Government Involvement and Project Outcomes

Government involvement ensures an entity has sufficiently skilled individuals in the right position to achieve its goals and objectives (Amoatey & Hayibor, 2017). Thus,

prioritization of expertise and experience in the staff recruiting process must always take precedence in hiring M&E personnel. Projects owe their performance equally to those responsible for overseeing their implementation. To this end, adequate human resource in monitoring and evaluation leads to better project performance, provided that the personnel is skilled and trained in M&E. Eboo and Adjei-Kumi (2021) found that M&E staff should receive incentives, be provided with adequate resources like equipment and be given sufficient time in order for them to play their rightful role in the monitoring projects success. Insufficient capacity affects the ability of an entity to provide effective programs and services and in executing other responsibilities.

Keinz and Marhold (2021) postulate that an organization's technological ability is essential in performing evaluations of projects. The degree of involvement of its staff significantly influences the application of M&E in decision-making and how the lessons of the evaluation are generated, communicated, and interpreted. This demands that evaluators be technically equipped in M&E through training and development. Thus, having resourceful personnel is critical for the sustainability of projects.

Nyamutera and Warue (2021) examined the effect of M&E system on project performance in Rwanda. The researchers focused on formation of partnerships in planning and effective supervision. Questionnaires were employed in data collection. The study concluded that government's dedication to overseeing the project's monitoring and evaluation would improve the project's long-term viability. The study recommended formations of more viable partnerships by the government in particular stakeholder partnerships.

Maimula (2017) looked at the challenges of implementing M&E systems in Tanzania and also at the link between M&E and the performance of NGOs water projects in

Mkuranga. Thirty-two respondents were selected for the study. Questionnaires and interview guides were the primary collection tools used. Microsoft excel was employed in data analysis. Political influence, weak management teams and the absence of technical staff were identified as the challenges encountered in M&E implementation. The study recommends human resource capacity building and training programs in order to improve M&E systems and hence NGOs performance.

In Kenya, even though PM&E is a new phenomenon in the country's development planning and programming history, there exist instances where the national government has made strides to include local people into the development processes. Muchelule (2018) observed that the government, in some instances, formulates various development policy initiatives with the objective of giving a voice to the citizen as beneficiaries of its development interventions at the community level. The different development initiatives represent the gradual desires of the Kenyan government to oversee development that is more inclusive in its design, implementation and management (Ismail, 2016).

The general public has always advocated for a decentralized government, with services and resources brought nearer to the people. This started to pay off when Mwai Kibaki was elected as the president of Kenya in 2002 elections and formed the government which passed the Constituency Development Fund (CDF) Act of 2003 which required the government to set aside at least 2.5% of its ordinary revenue for disbursement to the CDF program (Nankoris & Gakuo, 2018; Mwangi & Mutiso, 2018). When CDF started, it impacted so much to the communities by building schools, hospitals, roads, bridges and water projects in all the areas of Kenya even in areas initially marginalized. As such people started to demand for more money at the grass roots. The concept of PM&E therefore gained popularity and started to be highly practiced.

2.3 Summary of Review of Literature and Research Gap(s)

The proponents of PM&E argue for its application in the implementation of development of projects, based on its distinct features that characterize it. For instance, Mgoba and Kabote (2020) noted that the features that are indicative of PM&E include: All the stakeholders are fully engaged in the entire exercise, each playing a particular role and all decisions pertaining to the exercise are made in a joint and representative committee. All stakeholders are also adequately represented to include beneficiaries, project staff, donors, PM&E facilitators, and other collaborating agencies.

Moreover, in PM&E, the external evaluators/facilitators are collectively identified and approved by all the key stakeholders who include donor(s), community representatives and the project management team (Manumbu, 2020). The external evaluator's role is reduced to that of process facilitation and conflict management as opposed to experts who are the sole source of knowledge. It is therefore observed that PM&E process is quite involving in terms of time, monetary and technical resources to the point that projects that are not prepared for this component cannot attain the desired results.

The reviewed literature has identified and discussed various factors that influence the application of PM&E in managing development projects. However, this alone is not enough as most of the arguments such as those of Kibukho (2021), Rahman (2019), Asantewaa and Acheampong (2021), Chikukwa (2019), and Ismail (2016) are made from a theoretical perspective. There was therefore need to undertake empirical studies on various development projects in Kenya with a view to establish how PM&E factors affect specific projects.

Furthermore, studies on some the projects that have used PM&E, did not address the factors that influence the application of PM&E in managing development projects at all

(such as Maimula, 2017; Kiplangat, 2021). There was thus need to study various development projects with a view to identifying PM&E factors and how they affect project outcomes. More importantly, all the reviewed literature has not addressed the effects of participatory monitoring and evaluation on livelihood project outcomes in Kakuma, Kenya. This was precisely why this research focused on the topic in the Kenyan context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the methodologies that were used by the research, comprising of the research design, research site, target population, study sample, data collection, data analysis and finally legal and ethical considerations. The study adopted quantitative and qualitative methods in undertaking this research study. This was necessitated through collection and analysis of data using the questionnaire data collection tool.

3.2 Research Design

As per Bell *et al.* (2018), a research design is described as holistic strategies that are employed in undertaking the research. This study used a descriptive survey design. According to Creswell and Clark (2017), a descriptive survey design is a procedure of collecting information by administering questions to the sample individuals and does not control and/or manipulate any of the variables, but only observes and measures them. This design was preferred as data collected was used to determine how PM&E was used to achieve livelihood project outcomes in Kakuma, Kenya. The study also adopted quantitative and qualitative approaches to data collection, which support the use of a descriptive survey design.

3.3 Research Site

According to Kumar (2018), research site is defined as the areas where the target population flourishes and is limited by a physical boundary. The research was conducted in Kakuma, a town located in the North western region of Kenya, Turkana County. The area mainly hosts nomadic pastoralists who depend on cattle for their survival. They are among the 43 per cent of Kenya's population that live in absolute poverty. They depend on missionary aid for education and health. Turkana district is

evidently marginalized in developmental terms. Its inhabitants are an ethnic minority who are under-represented politically with limited economic resources. Therefore, having enterprise projects in baking, soap making and tailoring sectors will help the residents raise their livelihood levels. This informed the study on choice of this location.

In addition, in the context of the adoption of PM&E, the full impact of development projects is yet to be felt in Kenya, especially in marginalized areas (Wario, 2018). In this regard, Kenya is not an exception as evidenced by the current levels of poverty. Since the area was famous for hosting Kakuma Refugee Camp, there was the Kalobeyei Integrated Socio Economic Development Plan (KISED) which is a multi-sectoral and multi-stakeholder development programme that focused on baking, soap making and tailoring sectors and contributes to assisting refugees towards development-oriented approaches. This enterprise development project in Kakuma was ongoing and adopted PM&E approach. There was therefore the need to study the PM&E approach and understand the underlying factors that influenced the results of development projects that adopted this progressive project management approach.

3.4 Target Population

Target population is the actual population to which the researcher would like to generalize the results of the study (Kumar, 2018). The target population for this study comprised the 73 project staff, 431 community members, 62 partner NGOs and 49 government participants in the baking, soap making and tailoring projects in Kakuma, Turkana County. The population was chosen based on their knowledge and involvement on matters concerning refugees in Kakuma Turkana area, as shown in Table 3.1.

Table 3.1: Target Population

Strata	Target Population	Percentage
Community	431	70.1
Project staff	73	11.9
Partner NGOs	62	10.1
Government officials	49	8.0
Total	615	100.0

Sources: KISED, State Department for Social Protection and Ministry of Interior and Coordination of National Government

3.5 Study Sample

A sample size is defined as a smaller representative group that is obtained from target population which is used to generate the required statistics for study (Creswell & Clark, 2017). The representative sample should not be too small or too large, although larger samples have more representative score. There are different ways of selecting sample size which include, using sample size table and using sample size formula among others. Factors considered include confidence level, size of population variance, size of population as well as cost and budgetary constraints (Kumar, 2018).

3.5.1 Study Sample Size

The study estimated that the target population was 615. There are different ways of selecting sample size which include the rule of thumb, using sample size table and using sample size formula (Kumar, 2018). The researcher used the following formula from Krejcie and Morgan (1970) since it was useful for estimation when dealing with a finite population, as in the current study:

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

Where:

S = required sample size

X = Z value

N = population size (615)

P = population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d = the degree of accuracy (5%) expressed as a proportion (0.05)

To calculate the sample size:

$$s = \frac{1.96^2 \times 615 \times 0.5 \times (1 - 0.5)}{0.05^2 \times (615 - 1) + 1.96^2 \times 0.5 \times (1 - 0.5)}$$

S = 236.69 ~ 237

Therefore, the minimum sample size was 237 respondents. The distribution of the sample size was as shown in Table 3.2:

Table 3.2: Sample Size

Strata	Target Population	Sample Size
Community	431	166
Project staff	73	28
Partner NGOs	62	24
Government officials	49	19
Total	615	237

Source: Researcher (2021)

3.5.2 Sampling Procedure

Sampling is a deliberate choice of a number of people who will provide the data from which conclusions will be drawn and generalized (Creswell & Clark, 2017). The study used stratified random sampling technique. According to Bell, Bryman and Harley (2018), stratified random sampling is used when the target population from a heterogeneous group is large, and equal chances of representation are sought. As in the case of the study where the population was diverse, stratified random sampling method

was preferred. This gave the respondents from the 4 strata developed (community, project staff, partner NGOs and government officials) an equal chance of being represented in the study.

3.6 Data Collection

This section describes various aspects which include the development and piloting of research instruments, their validity and reliability and data collection procedure. Primary data was used through questionnaires. Reliability and validity were done on the tools during the piloting phase, which is described in the following subsections.

3.6.1 Data Collection Instruments

The study used primary data which was collected from the respondents using questionnaires. The study used closed-ended questions based on the need to guide the respondents in filling the questionnaire. The questionnaire was structured into five sections; the first section collecting data on the demographic characteristics of the respondents while the subsequent three sections each addressing the specific objectives. The final section asked questions on the dependent variable of the study. As postulated by Kumar (2018), questionnaires should be delivered in the same language, structure and phrasing to sample respondents. The research instruments were administered with the aid of two research assistants.

3.6.2 Pilot Testing of Research Instruments

According to Creswell and Clark (2017), piloting ensures thorough understanding of the research variables that are used in a study. The study piloted some sample research questionnaires which were delivered to 23 respondents (representing 10% of the sample size) selected from Marsabit County, a neighbouring county. The choice of the pilot location was based on the similarities in terms of livelihoods of the people living there,

and there were enterprises practicing PM&E in their projects.

3.6.3 Instrument Reliability

Reliability is a measure of the degree to which a research instrument will yield consistent data after established test trials (Creswell & Clark, 2017). The researcher administered the instruments to the pilot sample, then the reliability of the test instrument was measured by using Cronbach's Alpha Coefficient to determine consistency of the questionnaire after repeated trials. An overall reliability coefficient of 0.921 was recorded and considered sufficient as recommended in literature by Creswell and Clark (2017). By piloting the research instruments, the reliability of instrument was also increased by categorizing together queries that measure the same idea.

3.6.4 Instrument Validity

As per Kumar (2018), validity is the extent to which the instruments of data collection measures what it intends to measure. The preparation of the instrument and its content was based on the specific objectives and research questions of the study. The study specifically used face validity, and presented the instrument to the supervisor, who is an expert in the field of study. The feedback from the supervisors was integrated into the questionnaire to improve it accordingly.

3.6.5 Data Collection Procedure

The study employed questionnaires to collect data from the respondents. The researcher subsequently trained two research assistants for purposes of data collection. The research assistants were instructed on how to approach the respondents, distribute as well as collect the questionnaires. This made sure that the quality of the data collected was accurate in answering the specific objectives of the study.

3.7 Data Analysis

Before commencing on data analysis and once data is received, the researcher checked it for completeness and only worked with the data that was complete. Once separated, the researcher performed formatting measures to make it presentable and easy to consume. The study conducted descriptive statistics using the measures of central tendency and dispersion. Here, the researcher analyzed the data using means and standard deviations to measure central tendencies and dispersion of the data. The researcher also used other techniques such as frequencies and percentages.

The study also used linear regression analysis. The coefficient of determination (R^2) was used to estimate the percentage of variation in the dependent variable that can be explained by the independent variable. Bell *et al.* (2018) regard this coefficient as a statistical quantity that shows how well the regression model fits the data. They state that a value close to zero indicates a weak fit while a value close to one implies a good fit. A simple linear regression model of the following format was used to answer the specific objectives;

$$Y = \beta_0 + \beta_x X_c + e$$

Where: Y = Livelihood project outcome

β_0 = constant and e = error value

β_x = Coefficient for community involvement, NGO stakeholders' involvement or government involvement

X_c = Community involvement, NGO stakeholders' involvement or government involvement.

For presentation, tables were used. The analysis was aided by the use of statistical software, the Statistical Package for Social Sciences (SPSS) version 27.

3.8 Legal and Ethical Considerations

Legal and ethical consideration and concerns in research are meant to ensure using procedures that offer the best possible protection to the participants and also to the researcher (Bell *et al.*, 2018). The research was guided by several legal and ethical considerations. Legally, before embarking on data collection and analysis the researcher sought approval from Africa Nazarene University (ANU) postgraduate school and the National Commission for Science, Technology and Innovation (NACOSTI). The research also obtained permission from individual project enterprises targeted before commencing on data collection. The researcher further wrote a transmittal letter to the participants to inform them on nature and purpose of the study. Ethically, the researcher ensured that participants were involved on a voluntary basis and with their informed consent. The researcher ensured that their identities and personal information was handled in confidence. The researcher additionally ensured the anonymity of participants by removing any description that may have revealed the identity of individuals. The researcher finally avoided plagiarism by acknowledging sources of published information.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the data that was collected through questionnaires from project staff, community members, partner NGOs and government participants in the baking, soap making and tailoring projects in Kakuma, Turkana County. The first part of the chapter is the introduction; the second part covers the characteristics of the respondents; and the third part examines the issues as per the specific objectives which include the effect of community involvement, NGO stakeholders involvement and government involvement on livelihood project outcomes in Kakuma, Kenya. Lastly, the fourth part covers hypotheses testing.

4.2 Characteristics of the Respondents

The study sought to determine the characteristics of the respondents who took part in the study. The demographic information sought was the gender of respondents, age bracket of respondents, their highest level of education, marital status, employment status and number of years lived/worked in Kakuma. The response rate is also provided to show the number of questionnaires that were positively returned from the field. The findings on demographics are presented in sub-sections 4.2.1 to 4.2.7.

4.2.1 Response Rate

In this study, the researcher targeted to collect data from 237 project staff, community members, partner NGOs and government participants in the baking, soap making and tailoring projects in Kakuma, Turkana County. Questionnaires were distributed to all sample respondents and after they were returned, a review was done. After considering completeness, consistency and legibility, a total 197 responses had all questions completely responded to and were found eligible for analysis, representing an overall

response rate of 83.1%. This response rate was satisfactory and hence considered excellent for analysis. Table 4.1 demonstrates the response rate obtained.

Table 4.1: Response Rate

Strata	Sample Size	Response	Non-response
Community	166	136 (81.9%)	30 (18.1%)
Project staff	28	24 (85.7%)	4 (14.3%)
Partner NGOs	24	20 (83.3%)	4 (16.7%)
Government officials	19	17 (89.5%)	2 (10.5%)
Total	237	197 (83.1%)	40 (16.9%)

4.2.2 Gender of Respondents

The study sought to determine the gender distribution of the respondents. The findings presented in Table 4.2 show that there was an equal representation of both male and female respondents (50.3% and 49.7% respectively) in the baking, soap making and tailoring projects in Kakuma. This indicates a prevalence for both genders in the projects carried out in Kakuma, Kenya.

Table 4.2: Gender of Respondents

	Frequency	Percent (%)
Male	99	50.3
Female	98	49.7
Total	197	100.0

4.2.3 Age Bracket of Respondents

The study aimed to determine the age bracket of the respondents who participated in the study. The findings of the study showed that 44.7% (n=88) of the respondents were aged between 31-43 years, 35% (n=69) were aged 18-30 years, 10.2% (n=20) were aged 44-56 years and 10.2% (n=20) were aged 56 or more years. The findings show that the projects mainly involved young populations, showing a prevalence for a young

working population in the baking, soap making and tailoring projects in Kakuma. The findings are presented in Table 4.3.

Table 4.3: Age Bracket of Respondents

	Frequency	Percent (%)
18-30 years	69	35.0
31-43 years	88	44.7
44-56 years	20	10.2
More than 56 years	20	10.2
Total	197	100.0

4.2.4 Highest Education Level Attained by Respondents

The level of education was sought in the study in order to determine the capability of the respondents to answer questions posited to them. The findings indicate that 41.1% (n=81) of the respondents had attained tertiary (college or university) education. However, 23.9% (n=47) had attained primary school level education, 19.8% (n=39) had attained secondary school level education and 15.2% (n=30) had pre-primary or non-formal education. The findings show that most respondents had adequate education levels and, therefore, were capable of answering the research questions. Those with primary and pre-primary education were guided by the research and/or research assistants in filling their questionnaires (Table 4.4).

Table 4.4: Highest Education Level of Respondents

	Frequency	Percent (%)
Primary	47	23.9
Secondary	39	19.8
Tertiary (College or university)	81	41.1
Pre-primary and/or non-formal	30	15.2
Total	197	100.0

4.3.5 Marital Status of Respondents

The study sought to determine the marital status of respondents. The findings presented in Table 4.5, indicate that 65% (n=128) of the respondents are married while 25% (n=27.9) are single. The other 7.1% (n=14) were either widowed, divorced or separated. The findings therefore show that most people involved in projects were married, hence the projects can focus on improving the livelihoods at homestead level in Kakuma.

Table 4.5: Respondent Marital Status

	Frequency	Percent (%)
Married	128	65.0
Single	55	27.9
Other - Widowed/Divorced/Separated	14	7.1
Total	197	100.0

4.3.6 Employment Status

The respondents' employment status was sought in the study in order to find out the sources of income for the respondents. From the findings, it was apparent that 49.7% (n=98) of the respondents were in self-employment, 42.1% (n=83) were employed while 8.1% (n=16) were unemployed. Therefore, as much as there is presence of projects in the area, most people are self-employed, which might foster more projects to cater for the unemployed and self-employed. The findings are presented in Table 4.6.

Table 4.6: Employment Status of Respondents

	Frequency	Percent (%)
Employed	83	42.1
Self-employed	98	49.7
Unemployed	16	8.1
Total	197	100.0

4.2.7 Number of Years Lived/Worked in Kakuma

The study sought to determine the period in which the respondents had been working in their positions in Kakuma, or had been living in the area as of the time of this study. The findings obtained indicate that 49.2% (n=97) of the respondents had worked or lived for more than 10 years in Kakuma, 26.4% (n=52) had worked or lived in the area for over 6-10 years, while 2% (n=4) had worked or lived in the area for a period of less than 1 year, as presented in Table 4.7. The findings show that the respondents were familiar with the area, hence the findings are reliable.

Table 4.7: Length of Work/Residence in Kakuma

	Frequency	Percent (%)
Less than 1 years	4	2.0
1 – 5 years	44	22.3
6 – 10 years	52	26.4
More than 10 years	97	49.2
Total	197	100.0

4.3 Presentation of Research Analysis, Findings, and Interpretation

This study sought to determine the effects of participatory monitoring and evaluation on livelihood project outcomes, focusing on development projects in Kakuma, Kenya. Precisely, the study sought to determine the effect of community involvement, NGO stakeholders involvement and government involvement on livelihood project outcomes in Kakuma, Kenya. The study mainly had five-point Likert Scale type questions. The findings of the study are presented in sections 4.3.1 to 4.3.3; each sub-section is based on the specific objectives of the study.

4.3.1 Community Involvement and Livelihood Project Outcomes

Seven statements were developed to measure the extent to which community involvement influenced livelihood project outcomes of enterprise projects in Kakuma.

Statement (1) the community is involved in the financial management of the projects in the area, out of 197 respondents who participated in the study, 67(34%) of respondents agreed with the statement, 40(20.3%) strongly agreed, 28(14.2%) disagreed while 14(7.1%) strongly disagreed. This finding shows that 107(54.3%) respondents agreed with the statement while 42(21.3%) disagreed with the statement. This item had a mean of 3.46 and a standard deviation of 1.171 which is less than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement does not positively influence livelihood project outcomes of enterprise projects in Kakuma.

Statement (2) the community is given an opportunity to do appraisal of the project, 97(49.2%) of respondents strongly agreed with the statement, 69(35%) agreed, 20(10.2%) strongly disagreed while 11(5.6%) disagreed. This finding shows that 166(84.2%) respondents agreed with the statement while 31(15.8%) disagreed with the statement. This item had a mean of 4.08 and a standard deviation of 1.277 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (3) the community gives recommendations on the areas where the project needs improvement, 133(67.5%) of respondents strongly agreed with the statement, 50(25.4%) agreed, while 14(7.1%) neither agreed nor disagreed. This finding shows that 183(92.9%) respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.60 and a standard deviation of 0.619 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (4) the community recommendations are integrated into the project design, 94(47.7%) of respondents strongly agreed with the statement, 73(37.1%) agreed, while

14(7.1%) disagreed. This finding shows that 167(84.8%) respondents agreed with the statement while 14(7.1%) disagreed with the statement. This item had a mean of 4.25 and a standard deviation of 0.884 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (5) the community is always involved in risk analysis of the project, 58(29.4%) of respondents agreed with the statement, 50(25.4%) strongly agreed, 19(9.6%) disagreed while 14(7.1%) strongly disagreed. This finding shows that 108(54.8%) respondents agreed with the statement while 33(16.7%) disagreed with the statement. This item had a mean of 3.56 and a standard deviation of 1.175 which is less than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement does not positively influence livelihood project outcomes of enterprise projects.

Statement (6) all people are involved in project design including the disadvantaged and marginalized ones, 132(67%) of respondents strongly agreed with the statement, 32(16.2%) agreed, 19(9.6%) disagreed while 14(7.1%) strongly disagreed. This finding shows that 164(83.2%) respondents agreed with the statement while 33(16.7%) disagreed with the statement. This item had a mean of 4.26 and a standard deviation of 1.278 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (7) generally, the community is involved in most phases of project development, 82(41.6%) of respondents strongly agreed with the statement, 82(41.6%) agreed, while 25(12.7%) disagreed. This finding shows that 164(83.2%) respondents

agreed with the statement while 25(12.7%) disagreed with the statement. This item had a mean of 4.12 and a standard deviation of 0.977 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects. Table 4.8 presents these findings.

Table 4.8: Analysis of Community Involvement and Livelihood Project Outcomes

Statements	SD	D	U	A	SA	Mean	SD
The community is involved in the financial management of the projects in the area	14(7.1)	28(14.2)	48(24.4)	67(34.0)	40(20.3)	3.46	1.171
The community is given an opportunity to do appraisal of the project	20(10.2)	11(5.6)	0	69(35.0)	97(49.2)	4.08	1.277
The community gives recommendations on the areas where the project needs improvement	0	0	14(7.1)	50(25.4)	133(67.5)	4.60	.619
The community recommendations are integrated into the project design	0	14(7.1)	16(8.1)	73(37.1)	94(47.7)	4.25	.884
The community is always involved in risk analysis of the project	14(7.1)	19(9.6)	56(28.4)	58(29.4)	50(25.4)	3.56	1.175
All people are involved in project design including the disadvantaged and marginalized ones	14(7.1)	19(9.6)	0	32(16.2)	132(67.0)	4.26	1.278
Generally, the community is involved in most phases of project development	0	25(12.7)	8(4.1)	82(41.6)	82(41.6)	4.12	.977
Composite mean and Standard deviation						4.05	.867

The study also sought to determine other community involvement aspects in livelihood project outcomes of enterprise projects in Kakuma. The study found that 111(56.3%) of the respondents indicated that the community had been involved to a high extent in the project cycle, 61(31%) said the community had been involved to a moderate extent while 25(12.7%) said they had been involved to a low extent. In addition, 87(44.2%) of the respondents said the community involvement activities had been very effective

in realizing project outcomes in the area, while 58(29.4%) said they had not been effective. On the type of people the participants had worked with in community projects in the area, 116(58.9%) identified international NGOs, 40(20.3%) identified local NGOs, 29(14.7%) identified national and the county government while 12(6.1%) identified community team members.

On the organization in charge of community projects in the area, the community formed the majority of the responses 142(72.1%), followed by the international organizations at 38(19.3%) and government at 17(8.6%). On whether the community members had been trained on projects cycle activities, the study found that 154(78.2%) had been trained while 43(21.8%) had not been trained. For those who had been trained, 132(85.7%) had been trained less than 3 years prior to the study while 22(14.3%) had been trained 3-5 years prior to this study. The community organizations were the major training organizations, 74(48.1%), 50(32.5%) had been trained by the NGOs while 30(19.5%) had been trained by the government organizations. The findings are presented in Table 4.9.

Table 4.9: Other Community Involvement Aspects

		f	%
To what extent has the community been involved in the project cycle?	Low extent	25	12.7%
	Moderately involved	61	31.0%
	Highly involved	111	56.3%
	Total	197	100.0%
How effective are the community involvement activities in realizing project outcomes in the area	Somehow effective	58	29.4%
	Effective	52	26.4%
	Very effective	87	44.2%
	Total	197	100.0%
What type of people have you worked with in community projects in the area?	Local Non-Governmental Organizations	40	20.3%
	National and county government	29	14.7%
	International Non-Governmental Organizations	116	58.9%
	Community team members	12	6.1%
	Total	197	100.0%
Who is in-charge of community projects in the area?	Community	142	72.1%
	Government	17	8.6%
	International organizations	38	19.3%
	Total	197	100.0%
Have the community members been trained on projects cycle activities	Yes	154	78.2%
	No	43	21.8%
	Total	197	100.0%
If yes, when were they trained last	Less than 3 years ago	132	85.7%
	3 – 5 years ago	22	14.3%
	Total	154	100.0%
Who trained them	Non-Government organization	50	32.5%
	Both Government and Non-Government organizations	30	19.5%
	Government organizations		
	Community organization	74	48.1%
	Total	154	100.0%

When asked on the areas they had been trained on, the respondents had the following to say;

“The beneficiaries have been trained on how to make the products such as soaps and sanitizers, branding, how to sell, business management, tailoring technology, customer attraction and retention, livelihoods, home management, baking techniques, bread and pastry making, financial management, production process, business intelligence, consumerism and overall project management.”

4.3.1.1 Regression Analysis between Community Involvement and Livelihood Project Outcomes

The study conducted regression analysis to determine the effect of community involvement on livelihood project outcomes in Kakuma, Kenya. The findings presented in Table 4.10 indicate that community involvement explained about 47.1% of the proportion in livelihood project outcomes in Kakuma, Kenya as the R^2 value was obtained as 0.471. This means that other factors contribute to 52.9% of the proportion in livelihood project outcomes.

Table 4.10: Regression Analysis on Community Involvement and Livelihood Project Outcomes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.686 ^a	.471	.469	.32292	.471	173.807	1	195	.000

a. Predictors: (Constant), Community Involvement

As to whether this model was significant in enabling predictions containing the independent and the dependent variable, the ANOVA table was produced and the results are as shown in Table 4.11. The ANOVA table showed that community involvement had a significant prediction on livelihood project outcomes. This implies that community involvement can be a good predictor of livelihood project outcomes; $F(1,195) = 173.807$; $p \leq .05$. It was important to establish the amount of contribution that community involvement had on the livelihood project.

Table 4.11: ANOVA showing Regression Model on Community Involvement and Livelihood Project Outcomes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.124	1	18.124	173.807	.000 ^b
	Residual	20.334	195	.104		
	Total	38.459	196			

a. Dependent Variable: Livelihood Project Outcomes

b. Predictors: (Constant), Community Involvement

From the regression coefficients shown in Table 4.12, the unstandardized beta coefficient for community involvement is 0.498. The t-value for community involvement is significant, implying that for each unit increase in community involvement, livelihood project outcomes can increase by 0.498 units; $t(196) = 13.184$; $\beta = .498$; $P \leq .05$.

Table 4.12: Regression Coefficients on Community Involvement and Livelihood Project Outcomes

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.270	.166		13.702	.000
	Community Involvement	.498	.038	.686	13.184	.000

a. Dependent Variable: Livelihood Project Outcomes

4.3.1.2 Hypothesis Testing

The study sought to determine the effect of community involvement on livelihood project outcomes in Kakuma, Kenya. Regression analysis was used to test the relationship between community involvement and livelihood project outcomes. The hypothesis testing the relationship between community involvement and livelihood

project outcomes as the main IV and DV respectively for the study was tested at 0.05 level of significance which stated that H_{01} : There is no significant effect of community involvement on livelihood project outcomes in Kakuma, Kenya.

From the findings of regression analysis, it can be depicted that community involvement significantly affects and livelihood project outcomes; $T(196) = 13.184$; $\beta = 0.498$; $P \leq 0.05$. This therefore implies that the null hypothesis which stated that: H_{01} : There is no significant effect of community involvement on livelihood project outcomes in Kakuma, Kenya was rejected and the conclusion made that: H_1 : There is a significant effect of community involvement on livelihood project outcomes in Kakuma, Kenya, which was the alternative hypothesis hence, the research findings concluded that there was a significant effect of community involvement on livelihood project outcomes in Kakuma, Kenya.

4.3.2 NGO Stakeholders Involvement and Livelihood Project Outcomes

Seven statements were developed to measure the extent to which NGO stakeholders involvement influenced livelihood project outcomes of enterprise projects in Kakuma. Statement (1) the partner NGOs have clear guidelines on their roles in project design and implementation, out of 197 respondents who participated in the study, 114(57.9%) of respondents strongly agreed with the statement, 63(32%) agreed, while 20(10.2%) neither agreed nor disagreed. This finding shows that 177(89.9%) respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.48 and a standard deviation of 0.674 which is less than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement does not positively influence livelihood project outcomes of enterprise projects in Kakuma.

Statement (2) the responsibilities of partner NGOs are understood by everybody

involved in project design and implementation, 113(57.4%) of respondents agreed with the statement and 84(42.6%) strongly agreed. This finding shows that all respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.43 and a standard deviation of 0.496 which is less than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement does not positively influence livelihood project outcomes of enterprise projects.

Statement (3) the partner NGOs are involved in data collection process for improved project results, 163(82.7%) of respondents strongly agreed with the statement and 30(15.2%) agreed. This finding shows that 193(97.9%) respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.81 and a standard deviation of 0.444 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (4) the partner NGOs are involved in data analysis of the data collected, 157(79.7%) of respondents strongly agreed with the statement, 30(15.2%) agreed while 4(2%) strongly disagreed. This finding shows that 187(94.9%) respondents agreed with the statement while 4(2%) disagreed with the statement. This item had a mean of 4.71 and a standard deviation of 0.718 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (5) the partner NGOs are involved in planning of the project outcomes of the projects in the area, 157(79.7%) of respondents strongly agreed with the statement and 40(20.3%) agreed. This finding shows that all respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.80 and a standard

deviation of 0.403 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (6) the partner NGOs are involved in the management of the desired outcomes, 161(81.7%) of respondents strongly agreed with the statement and 36(18.3%) agreed. This finding shows that all respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.82 and a standard deviation of 0.387 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (7) generally, the partner NGOs are involved in most phases of project development, 169(85.8%) of respondents strongly agreed with the statement and 28(14.2%) agreed. This finding shows that all respondents agreed with the statement while none disagreed with the statement. This item had a mean of 4.86 and a standard deviation of 0.350 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects. Table 4.13 presents these findings.

Table 4.13: Analysis of NGO Stakeholders Involvement and Livelihood Project Outcomes

Statements	SD	D	N	A	SA	Mean	SD
The partner NGOs have clear guidelines on their roles in project design and implementation	0	0	20(10.2)	63(32.0)	114(57.9)	4.48	.674
The responsibilities of partner NGOs are understood by everybody involved in project design and implementation	0	0	0	113(57.4)	84(42.6)	4.43	.496
The partner NGOs are involved in data collection process for improved project results	0	0	4(2.0)	30(15.2)	163(82.7)	4.81	.444
The partner NGOs are involved in data analysis of the data collected	4(2.0)	0	6(3.0)	30(15.2)	157(79.7)	4.71	.718
The partner NGOs are involved in planning of the project outcomes of the projects in the area	0	0	0	40(20.3)	157(79.7)	4.80	.403
The partner NGOs are involved in the management of the desired outcomes	0	0	0	36(18.3)	161(81.7)	4.82	.387
Generally, the partner NGOs are involved in most phases of project development	0	0	0	28(14.2)	169(85.8)	4.86	.350
Composite mean and Standard deviation						4.69	.363

From the open-ended responses, when asked concerning specific roles and responsibilities of NGO in realizing project outcomes in the area, this is what the respondents had to say;

“They ensure that staffing is adequate when offering the service, resource allocation is also done by them, they also facilitate audits of their programs. Through conducting data analysis, measuring progress of the projects, help the community in skills development, bringing the raw materials, training, supervision and project progress review. Supervising the projects, health care, education, wash, capacity development and knowledge management. Monitoring of progress, capacity building, evaluation, project management, knowledge management & project evaluation, routine monitoring and evaluation to ensure the project remains on course, training and capacity building, supervision & support, monitoring and documentation.”

“Trainings, supervision and overall management. Mostly overseeing by providing oversight and information on how the project is going, ensuring availability of raw materials, supervision of the process, advice on better outcomes, project management, results monitoring, providing oversight and guidance, measuring results, and fund raisings. They really guide on what our outcomes are and the steps to realize them. Providing training opportunities to improve capacity, projects monitoring and support supervision, evaluations, assessments and surveys, learning of the projects SWOP, providing support during implementation, M&E and project management.”

When asked on how data is generated and analysed in project management in the area, this is what the respondents had to say;

“Data is generated from service delivery points, proper data workflow has been set to assist in data protection and timely reporting, analysis is done using different softwares such as excel, SPSS etc. depending on the program preference. Data is generated through interviews, questionnaire using KoBo Mobile App. Data is also collected by EMR, KHIS, Power BI, Health information system, registers, etc. Also through administration of different data collection tools. NGO support with analysis and sharing back feedback. Data is also collected using various tools, i.e. QuickBooks, excel files, cash books and checklists.”

When asked on how planning and management of the desired outcomes is done by the NGOs, this is what the respondents had to say;

“Planning is done by ensuring a proper log frame is in place, management is done by ensuring that the staffs are aware of their job descriptions and work is done according to the set policies. Performance evaluation of the staff is also done regularly. It is also done through need analysis, timely reviews and quality assessment, monitoring and evaluation of the project, assessment, stakeholder meetings, routine monitoring, development of improvement plans, evaluation and community feedback sessions, continuously involving the beneficiaries in

making necessary adjustments and involving the community in the planning and outcome monitoring.”

4.3.2.1 Regression Analysis between NGO Stakeholders Involvement and Livelihood Project Outcomes

The study conducted regression analysis to determine the effect of NGO stakeholders involvement on livelihood project outcomes in Kakuma, Kenya. The findings presented in Table 4.14 indicate that NGO stakeholders involvement explained about 44% of the proportion in livelihood project outcomes in Kakuma, Kenya as the R^2 value was obtained as 0.440. This means that other factors contribute to 56% of the proportion in livelihood project outcomes.

Table 4.14: Regression Analysis on NGO Stakeholders Involvement and Livelihood Project Outcomes

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F	df1	df2	Sig. F Change
1	.664 ^a	.440	.438	.33221	.440	153.480	1	195	.000

a. Predictors: (Constant), NGO Stakeholders Involvement

As to whether this model was significant in enabling predictions containing the independent and the dependent variable, the ANOVA table was produced as shown in Table 4.15. The ANOVA table showed that NGO stakeholders involvement had a significant prediction on livelihood project outcomes. This implies that NGO stakeholders involvement can be a good predictor of livelihood project outcomes; $F(1,195) = 153.480$; $p \leq .05$. It was important to establish the amount of contribution that NGO stakeholders involvement had on the livelihood project outcomes.

Table 4.15: ANOVA showing Regression Model on NGO Stakeholders Involvement and Livelihood Project Outcomes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.938	1	16.938	153.480	.000 ^b
	Residual	21.521	195	.110		
	Total	38.459	196			

a. Dependent Variable: Livelihood Project Outcomes

b. Predictors: (Constant), NGO Stakeholders Involvement

From the regression coefficients shown in Table 4.16, the unstandardized beta coefficient for NGO stakeholders involvement is 0.679. The t-value for NGO stakeholders involvement is significant, implying that for each unit increase in NGO stakeholders involvement, livelihood project outcomes can increase by 0.679 units; $t(196) = 12.389$; $\beta = .679$; $P \leq .05$.

Table 4.16: Regression Coefficients on NGO Stakeholders Involvement and Livelihood Project Outcomes

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.356	.250		5.434	.000
	NGO Stakeholders Involvement	.679	.055	.664	12.389	.000

a. Dependent Variable: Livelihood Project Outcomes

4.3.2.2 Hypothesis Testing

The study sought to find out the effect of NGO stakeholders involvement on livelihood project outcomes in Kakuma, Kenya. Regression analysis was used to test the relationship between NGO stakeholder's involvement and livelihood project outcomes. The hypothesis testing the relationship between NGO stakeholders involvement and livelihood project outcomes as the main IV and DV respectively for the study was tested at 0.05 level of significance which stated that H_{02} : There is no significant relationship

between partner NGOs stakeholders involvement and livelihood project outcomes in Kakuma, Kenya.

From the findings of regression analysis, it can be depicted that NGOs stakeholders involvement significantly affects and livelihood project outcomes; $T(196) = 12.389$; $\beta = 0.679$; $P \leq 0.05$. This therefore implies that the null hypothesis which stated that: H_0 : There is no significant effect of NGOs stakeholders involvement on livelihood project outcomes in Kakuma, Kenya was rejected and the conclusion made that: H_2 : There is a significant effect of NGOs stakeholders involvement on livelihood project outcomes in Kakuma, Kenya, which was the alternative hypothesis hence, the research findings concluded that there was a significant effect of NGOs stakeholders involvement on livelihood project outcomes in Kakuma, Kenya.

4.3.3 Government Involvement and Livelihood Project Outcomes

Five statements were developed to measure the extent to which government involvement influenced livelihood project outcomes of enterprise projects in Kakuma. Statement (1) the government provides enough skills required in the implementation of projects, out of 197 respondents who participated in the study, 99(50.3%) of respondents agreed with the statement, 11(5.6%) strongly agreed, 6(3%) strongly disagreed while 4(2%) disagreed. This finding shows that 110(55.9%) respondents agreed with the statement while 10(5%) disagreed with the statement. This item had a mean of 3.53 and a standard deviation of 0.766 which is less than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement does not positively influence livelihood project outcomes of enterprise projects in Kakuma.

Statement (2) the government evaluators involved have enough education levels that are required in project implementation, 108(54.8%) of respondents agreed with the

statement, 11(5.6%) strongly agreed, 6(3%) strongly disagreed while 8(4.1%) disagreed. This finding shows that 119(60.4%) respondents agreed with the statement while 14(7.1%) disagreed with the statement. This item had a mean of 3.56 and a standard deviation of 0.791 which is less than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement does not positively influence livelihood project outcomes of enterprise projects.

Statement (3) the involved government officials have enough knowledge of the ongoing projects, 115(54.8%) of respondents agreed with the statement, 11(5.6%) strongly agreed, 6(3%) strongly disagreed while 16(8.1%) disagreed. This finding shows that 126(60.4%) respondents agreed with the statement while 22(11.1%) disagreed with the statement. This item had a mean of 3.55 and a standard deviation of 0.841 which is less than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement does not positively influence livelihood project outcomes of enterprise projects.

Statement (4) the government officials are involved to provide management capabilities of the underlying projects, 125(63.5%) of respondents agreed with the statement, 11(5.6%) strongly agreed, while 16(8.1%) disagreed. This finding shows that 136(69.1%) respondents agreed with the statement while 16(8.1%) disagreed with the statement. This item had a mean of 3.66 and a standard deviation of 0.707 which is more than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Statement (5) generally, government officials are involved in most phases of project development, 113(57.4%) of respondents agreed with the statement, 11(5.6%) strongly agreed, while 20(10.2%) disagreed. This finding shows that 124(63%) respondents

agreed with the statement while 20(10.2%) disagreed with the statement. This item had a mean of 3.58 and a standard deviation of 0.749 which is equal to the composite mean of 3.58 with standard deviation of 0.683, implying that the statement positively influences livelihood project outcomes of enterprise projects. Table 4.17 presents these findings.

Table 4.17: Analysis of Government Involvement and Livelihood Project Outcomes

Statements	SD	D	N	A	SA	Mean	SD
The government provides enough skills required in the implementation of projects	6(3.0)	4(2.0)	77(39.1)	99(50.3)	11(5.6)	3.53	.766
The government evaluators involved have enough education levels that are required in project implementation	6(3.0)	8(4.1)	64(32.5)	108(54.8)	11(5.6)	3.56	.791
The involved government officials have enough knowledge of the ongoing projects	6(3.0)	16(8.1)	49(24.9)	115(58.4)	11(5.6)	3.55	.841
The government officials are involved to provide management capabilities of the underlying projects	0	16(8.1)	45(22.8)	125(63.5)	11(5.6)	3.66	.707
Generally, government officials are involved in most phases of project development	0	20(10.2)	53(26.9)	113(57.4)	11(5.6)	3.58	.749
Composite mean and Standard deviation						3.58	.683

When asked on how else that government participated in realizing project outcomes in the area, the respondents had the following to say;

“The government helps in ensuring that the security in the areas are stable hence proper working environment to the staffs. Generally, they assist with ensuring external factors are managed, supervision/ quality assessment, joint quality audits, coordination meetings, oversight, regulatory supervision, licensing, verification, quality assurance and quality control, training on legal requirements, provide info on business registration and routine monitoring.”

4.3.3.1 Regression Analysis between Government Involvement and Livelihood Project Outcomes

The third objective of the study sought to establish the effect of government involvement on livelihood project outcomes in Kakuma, Kenya. The study conducted regression analysis to determine the effect of government involvement on livelihood project outcomes in Kakuma, Kenya. The findings presented in Table 4.18 indicate that government involvement explained about 37.1% of the proportion in livelihood project outcomes in Kakuma, Kenya as the R^2 value was obtained as 0.374. This means that other factors contribute to 62.6% of the proportion in livelihood project outcome.

Table 4.18: Regression Analysis on Government Involvement and Livelihood Project Outcomes

Model	R	Adjusted R Square		Std. Error of the Estimate	R Square Change	Change Statistics			
		R Square	R Square			F	df1	df2	Sig. F Change
1	.612 ^a	.374	.371	.35134	.374	116.565	1	195	.000

a. Predictors: (Constant), Government Involvement

As to whether this model was significant in enabling predictions containing the independent and the dependent variable, the ANOVA table was produced as shown in Table 4.19. The ANOVA table showed that government involvement had a significant prediction on livelihood project outcomes. This implies that government involvement can be a good predictor of livelihood project outcomes; $F(1,195) = 116.565$; $p \leq .05$. It was important to establish the amount of contribution that government involvement had on the livelihood project outcomes.

Table 4.19: ANOVA showing Regression Model on Government Involvement and Livelihood Project Outcomes

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.388	1	14.388	116.565	.000 ^b
	Residual	24.070	195	.123		
	Total	38.459	196			

a. Dependent Variable: Livelihood Project Outcomes

b. Predictors: (Constant), Government Involvement

From the regression coefficients shown in Table 4.20, the unstandardized beta coefficient for government involvement is 0.468. The t-value for government involvement is significant, implying that for each unit increase in government involvement, livelihood project outcomes can increase by 0.468 units; $t(196) = 10.797$; $\beta = .468$; $P \leq .05$.

Table 4.20: Regression Coefficients on Government Involvement and Livelihood Project Outcomes

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.439	.186		13.089	.000
	Government Involvement	.468	.043	.612	10.797	.000

a. Dependent Variable: Livelihood Project Outcomes

4.3.3.2 Hypothesis Testing

The study sought to establish the effect of government involvement on livelihood project outcomes in Kakuma, Kenya. Regression analysis was used to test the relationship between government involvement and livelihood project outcomes. The hypothesis testing the relationship between government involvement and livelihood

project outcomes as the main IV and DV respectively for the study was tested at 0.05 level of significance which stated that H_{03} : There is no significant effect of government involvement on livelihood project outcomes in in Kakuma, Kenya.

From the findings of regression analysis, it can be depicted that government involvement significantly affects and livelihood project outcomes; $T(196) = 13.787$; $\beta = 0.468$; $P \leq 0.05$. This therefore implies that the null hypothesis which stated that: H_{03} : There is no significant effect of government involvement on livelihood project outcomes in in Kakuma, Kenya was rejected and the conclusion made that: H_3 : There is a significant effect of government involvement on livelihood project outcomes in Kakuma, Kenya, which was the alternative hypothesis hence, the research findings concluded that there was a significant effect of government involvement on livelihood project outcomes in Kakuma, Kenya.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the findings, summary of findings after analysis and presentation in chapter four, conclusion after interpreting the results and recommendations for practical and policy implication as well as areas for further research.

5.2 Discussion

This section explains the results on the effects of participatory monitoring and evaluation on enterprise development project in Kakuma, Kenya. Precisely, the study sought to determine effect of community involvement, NGO stakeholders involvement and government involvement on livelihood project outcomes in Kakuma, Kenya. The presentation of this section is therefore guided by specific study objectives. Finally, the chapter presents discussions on how the findings relate to existing studies and findings from empirical studies.

5.2.1 Community Involvement and Livelihood Project Outcomes

The study found that 54.3% of the respondents agreed the community is involved in the financial management of the projects in the area. This item had a mean of 3.46 and a standard deviation of 1.171 which is less than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement does not positively influence livelihood project outcomes of enterprise projects in Kakuma. These findings disagree with findings in literature by Kadel et al. (2021) who found that the community was involved in PM&E which helped in providing strong foundation for effective utilization of resources of the organization. Community involvement in financial management

provides a record for various correction steps taken and results attained. Manumbu (2020) also disagrees with the findings of the current study that community involvement in financial management provides close monitoring which allows for early detection of deviations from the planned usage and keeping them on check which reduces project costs.

It was found that 84.2% of the respondents agreed the community is given an opportunity to do appraisal of the project. This item had a mean of 4.08 and a standard deviation of 1.277 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects. Iddi and Nuhu, (2018) agree with the findings of the study when the study postulated that when the community is involved in PM&E projects appraisal, it empowers them, and improves their socio-economic development. These findings are however different from those of Rahman (2019) who found that all the stakeholders need to be given an opportunity to participate in the major stages of PM&E, but that was not practiced at most instances.

The study determined that the community gave recommendations on the areas where the project needed improvement, as shown from the 92.9% of the respondents who agreed on this statement. This item had a mean of 4.60 and a standard deviation of 0.619 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects. In line with the study findings, Florini and Pauli (2018) agree that the beneficiary community is expected to contribute by giving recommendations on areas where the project is not working, or can be improved further. Similar findings are posted by Walker *et al.* (2021) who determined that ultimately the improvement of government projects may depend on the public getting more organized to demand better

services.

It was found that 84.8% of the respondents agreed that the community recommendations are integrated into the project design. This item had a mean of 4.25 and a standard deviation of 0.884 which is more than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects. Yadeta (2020) agrees with the study findings that participation processes can lead to learning opportunity for every participant involved, and therefore every recommendation given by any participant is important. PM&E recommendations can also lead to an appreciation of the dynamics and the various factors that affect the projects successes, failures and potential solutions or alternative actions among participants.

The study found that 54.8% of the respondents agreed that the community is always involved in risk analysis of the project. This item had a mean of 3.56 and a standard deviation of 1.175 which is less than the composite mean of 4.05 with standard deviation of 0.867, implying that the statement does not positively influence livelihood project outcomes of enterprise projects. These findings disagree with those of Rahman (2019) who noted that PM&E plays a critical role in nurturing relationships between the implementers and the beneficiaries in development projects, through involving them in activities such as risk analysis. When relationships are present, team building and development of mutual trust are built which then accelerates the process of implementation of projects, and achievement of the livelihood projects.

The study found that 83.2% of the respondents agreed that all people are involved in project design including the disadvantaged and marginalized ones. This item had a mean of 4.26 and a standard deviation of 1.278 which is more than the composite mean

of 4.05 with standard deviation of 0.867, implying that the statement positively influences livelihood project outcomes of enterprise projects. This finding disagrees with the findings of Geza (2018) who found that PM&E does not sometimes promote the inclusion of different kinds of stakeholders who should be involved in development processes, planning and in monitoring changes as well as identifying indicators of success for an intervention. In addition, it so happens that marginalized community members are completely excluded in the design, planning and in the implementation of PM&E process.

5.2.2 NGO Stakeholders Involvement and Livelihood Project Outcomes

The study found that 89.9% of the respondents agreed that partner NGOs have clear guidelines on their roles in project design and implementation. This item had a mean of 4.48 and a standard deviation of 0.674 which is less than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement does not positively influence livelihood project outcomes of enterprise projects in Kakuma. This finding disagrees with the findings of Kiplangat (2021) who determined that clear NGO stakeholder rules and responsibilities in project design is a crucial factor in the implementation of M&E. For effective implementation of M&E activities, the study asserted that stakeholder participation should begin at the design stage and continue to the end.

The study determined that the respondents agreed that the responsibilities of partner NGOs are understood by everybody involved in project design and implementation. This item had a mean of 4.43 and a standard deviation of 0.496 which is less than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement does not positively influence livelihood project outcomes of enterprise projects. This finding disagrees with the findings of Eboo and Adjei-Kumi (2021) who found that

M&E staff should clearly understand their responsibilities and receive incentives, which ensures that adequate resources like equipment are given sufficient time to play their rightful role in the monitoring projects success. It is clear that insufficient capacity affects the ability of an entity to provide effective programs and services and in executing other responsibilities.

The study found that 97.9% of the respondents agreed that partner NGOs are involved in data collection process for improved project results. This item had a mean of 4.81 and a standard deviation of 0.444 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects. The findings are in line with those of Mburu (2018) who determined that all stakeholders are given opportunity to participate in the major stages of PM&E, especially partner NGOs. They are involved in activities such as sampling, development of evaluation methods and tools, in addition to participatory data collection.

It was determined that the partner NGOs are involved in data analysis of the data collected, as 94.9% of the respondents agreed with this statement. This item had a mean of 4.71 and a standard deviation of 0.718 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects. These findings are in line with those of Davis (2017) who argued that PM&E as a development model calls on stakeholders from the bottom-up into development process for ownership, accountability and sustainability to be attained. There are several steps involved in implementing PM&E in development interventions including data analysis which should be utilized in the PM&E and giving each of the categories of stakeholders a chance to critically analyse data.

The study also found that the respondents agreed that partner NGOs are involved in planning of the project outcomes of the projects in the area. This item had a mean of 4.80 and a standard deviation of 0.403 which is more than the composite mean of 4.69 with standard deviation of 0.363, implying that the statement positively influences livelihood project outcomes of enterprise projects. Basco *et al.* (2018) agrees with the findings of the study that involving stakeholders ensures collective reflection, planning and management of the desired outcomes and impact. The nature of NGO stakeholders' involvement in M&E process ranges from giving them a voice or consulting them in implementation and use of information. This leads to better outcomes, as the study found that partner NGOs are involved in the management of the desired outcomes, which positively influences livelihood project outcomes of enterprise projects.

5.2.3 Government Involvement and Livelihood Project Outcomes

The study found that the government provides enough skills required in the implementation of projects, as shown from the 55.9% of the respondents who agreed with the statement. This item had a mean of 3.53 and a standard deviation of 0.766 which is less than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement does not positively influence livelihood project outcomes of enterprise projects. This disagrees with the findings of Onyango (2018) who determined that the government provided some of skills for PM&E that enabled the local community to develop skills which enable them plan, solve problems, and make decisions in their own life outside the project. In addition, the participating beneficiaries get to sharpen their management and M&E skills as result of them interacting with managers and administrators of the projects, and integrate them into their prospective plans.

It was determined that the government evaluators had enough education levels that were required in project implementation, as shown by 60.4% respondents who agreed with the statement. However, this item had a mean of 3.56 and a standard deviation of 0.791 which is less than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement does not positively influence livelihood project outcomes of enterprise projects. This disagrees with Geza (2018) who determined that many projects have been faced with lack of experienced facilitators in PM&E planning, who also face difficulties as they do not possess enough education that is required to run projects.

The study found that the involved government officials had enough knowledge of the ongoing projects, as indicated by 60.4% respondents who agreed with this statement. Nonetheless, this item had a mean of 3.55 and a standard deviation of 0.841 which is less than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement does not positively influence livelihood project outcomes of enterprise projects. These findings align with those of Manumbu (2020) who determined that the government officials' role had been reduced to that of process facilitation and conflict management as opposed to experts who are the source of knowledge for projects in PM&E.

The study found that the government officials were involved in providing management capabilities of the underlying projects, indicated by 69.1% respondents who agreed to the statement. This item had a mean of 3.66 and a standard deviation of 0.707 which is more than the composite mean of 3.58 with standard deviation of 0.683, implying that the statement positively influences livelihood project outcomes of enterprise projects.

Disagreeing with these findings, Maimula (2017) determined that political influence, weak management teams by the government and the absence of technical staff by the government were some of the major challenges encountered in M&E implementation. This necessitated human resource capacity building and training programs by the government to improve M&E systems.

5.3 Summary of Main Findings

Based on the first objective of the study on the effect of community involvement on livelihood project outcomes in Kakuma, Kenya, the study found that 54.3% of the respondents agreed the community is involved in the financial management of the projects in the area. The community gave recommendations on the areas where the project needed improvement, as shown from the 92.9% of the respondents who agreed on this statement. The study also found that 54.8% of the respondents agreed that the community was always involved in risk analysis of the project. and 83.2% of the respondents agreed that all people are involved in project design including the disadvantaged and marginalized ones.

Based on the second objective of the study on the effect of NGO stakeholders involvement on livelihood project outcomes in Kakuma, Kenya, the study determined that 89.9% of the respondents agreed that partner NGOs have clear guidelines on their roles in project design and implementation, the responsibilities of partner NGOs are understood by everybody involved in project design and implementation, 97.9% of the respondents agreed that partner NGOs are involved in data collection process for improved project results, the partner NGOs are involved in data analysis of the data collected, and partner NGOs are involved in planning of the project outcomes of the projects in the area.

Based on the final objective of the study on the effect of government involvement on livelihood project outcomes in Kakuma, Kenya, it was found that the government provides enough skills required in the implementation of projects, the government evaluators had enough education levels that were required in project implementation, the involved government officials had enough knowledge of the ongoing projects, and the government officials were involved in providing management capabilities of the underlying projects.

5.4 Conclusion

This section presents the conclusions for the study of the effects of participatory monitoring and evaluation on livelihood project outcomes in Kakuma, Kenya. The dependent variable was livelihood project outcomes in Kakuma. Research objective one was to determine the effect of community involvement on livelihood project outcomes in Kakuma, Kenya. Seven items were developed to measure the extent to which community involvement influenced livelihood project outcomes in Kakuma, Kenya. Key indicators for community involvement were the community is given an opportunity to do appraisal of the project, the community gives recommendations on the areas where the project needs improvement, the community recommendations are integrated into the project design and all people are involved in project design including the disadvantaged and marginalized ones. The regression analysis between community involvement and livelihood project outcomes was positive and significant. This implied that as community involvement increased, livelihood project outcomes also increased. Community involvement was found to statistically significantly influence livelihood project outcomes in Kakuma, Kenya, thus, rejection of the null hypothesis.

Research objective two was to find out the effect of NGO stakeholders involvement on livelihood project outcomes in Kakuma, Kenya. Seven items were developed to

measure the extent to which NGO stakeholders involvement influenced livelihood project outcomes in Kakuma, Kenya. Key indicators for NGO stakeholders involvement were the partner NGOs are involved in data collection process for improved project results, the partner NGOs are involved in data analysis of the data collected, the partner NGOs are involved in planning of the project outcomes of the projects in the area and the partner NGOs are involved in the management of the desired outcomes. The regression analysis between NGO stakeholders involvement and livelihood project outcomes was positive and significant. This implied that as NGO stakeholders involvement increased, livelihood project outcomes also increased. NGO stakeholders involvement was found to statistically significantly influence livelihood project outcomes in Kakuma, Kenya, thus, rejection of the null hypothesis.

Research objective three was to establish the effect of government involvement on livelihood project outcomes in Kakuma, Kenya. Five items were developed to measure the extent to which government involvement influenced livelihood project outcomes in Kakuma, Kenya. Key indicators for government involvement were the government officials are involved to provide management capabilities of the underlying projects and government officials are involved in most phases of project development. The regression analysis between government involvement and livelihood project outcomes was positive and significant. This implied that as government involvement increased, livelihood project outcomes also increased. Government involvement was found to statistically significantly influence livelihood project outcomes in Kakuma, Kenya, thus, rejection of the null hypothesis.

5.5 Recommendations

Based on the findings, discussions and conclusions made, the study makes the following recommendations. First, community participation is essential in the project success because it creates community ownership and sustainability. Therefore, economically buying resources from the locals in Kakuma can help in uplifting financial status of the vulnerable/community. In addition, not all members of the community had been trained on project cycle activities. The study therefore recommends more training of beneficiaries on the overall project management processes to foster their participation.

Further, the study recommends that the NGOs stakeholders need to provide further training opportunities to improve capacity, projects monitoring and support supervision, evaluations, assessments and surveys, learning of the projects cycle, providing support during implementation and project management. The NGOs should ensure accountability to affected person, resources allocations, resources mobilizations, focus on all issues concerning human rights and advocacy, promote and improve the lives of the refugees and host community.

Lastly, the study recommends that the government evaluators need to undergo further training programs so as to understand the locals better in project implementation, and better coordination between the government agencies and the community is needed in livelihood projects. This will foster faster completion of projects in Kakuma, Kenya.

5.6 Suggestion for Further Research

While this study was only conducted in enterprise development projects in Kakuma, Kenya, its scope was limited. The respondents of the study were also limited to the locality. The views of people outside Kakuma who may be concerned about their

projects such as the county government were not taken into account. This study recommends that comparative studies be conducted on the subject matter in other areas with enterprise projects for comparative results.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

**REF: EFFECTS OF PARTICIPATORY MONITORING AND EVALUATION
ON LIVELIHOOD PROJECT OUTCOMES: A CASE OF SELECTED
ENTERPRISE PROJECTS IN KAKUMA**

I am a student at Africa Nazarene University pursuing studies for the award of Masters of Arts in Monitoring and Evaluation. In fulfilling the requirements of the program, I am conducting a study on the “*EFFECTS OF PARTICIPATORY MONITORING AND EVALUATION ON LIVELIHOOD PROJECT OUTCOMES: A CASE OF SELECTED ENTERPRISE PROJECTS IN KAKUMA*”. The study will use a questionnaire as a tool for data collection.

Kindly spare a few minutes of your valuable time to answer the questionnaire. The statements contained in the questionnaire are intended to obtain your views, feelings and opinions. Therefore, there are no wrong or correct answers to these statements.

The information you will provide in this survey will be treated with utmost confidence and used strictly for academic purposes.

Thank you for your cooperation.

Yours faithfully,

Glorianne Murumba

Appendix II: Questionnaire

Section A: Background Information

1. What is your gender?
Male [] Female []
2. Age bracket?
18-30 years [] 31-43 years [] 44-56 years [] More than 56 []
3. Highest level of education?
Primary [] Secondary [] College level [] University Level []
Other [] (Specify).....
4. Marital status?
Married [] Single []
5. What is your employment status?
Employed [] Self-employed [] Unemployed []
6. Number of years lived/worked in Kakuma
Less than 1 []
1 – 5 []
6 – 10 []
More than 10 []

SECTION B: COMMUNITY INVOLVEMENT AND PROJECT OUTCOMES

1. What is your level of agreement on the following statements relating to community involvement in livelihood projects in Kakuma area? Please use the rating criteria below.

Strongly Disagree 2. Disagree, 3. Uncertain 4. Agree, 5. Strongly Agree

Statement;	1(SD)	2(D)	3(N)	4(A)	(SA)5
B1 The community is involved in the financial management of the projects in the area					
B2 The community is given an opportunity to do appraisal of the project					

B3 The community gives recommendations on the areas where the project needs improvement					
B4 The community recommendations are integrated into the project design					
B5 The community is always involved in risk analysis of the project					
B6 All people are involved in project design including the disadvantaged and marginalized ones					
B7 Generally, the community is involved in most phases of project development					

2. To what extent has the community been involved in the project cycle?

Low extent

Moderately used

Highly used

3. How effective are the community involvement activities in realizing project outcomes in the area?

Not effective

Somehow effective

Effective

Very effective

4. What type of people have you worked with in community projects in the area?

Local Non-Governmental Organizations

National and County government

International Non-Governmental organizations

None

5. Who is in-charge of community projects in the area?

Community []

Government []

Non-state actors []

International organizations []

Other [] (Specify).....

6. Have the community members been trained on projects cycle activities?

Yes [] No []

7. If yes, when were they trained last?

Less than 3 years ago []

3 – 5 years ago []

More than 5 years ago []

8. Who trained them?

Government organization []

Non-Government organization []

Both Government and Non-Government organizations []

9. What areas were they trained on?

.....

.....

.....

SECTION C: NGO STAKEHOLDERS INVOLVEMENT AND PROJECT OUTCOMES

1. What is your level of agreement on the following statements relating to NGO stakeholders' involvement in livelihood projects in Kakuma area? Please use the rating criteria below.

1. Strongly Disagree 2. Disagree, 3. Uncertain 4. Agree, 5. Strongly Agree

Statement	1(SD)	2(D)	3(N)	4(A)	(SA)5
C1 The partner NGOs have clear guidelines on their roles in project design and implementation					
C2 The responsibilities of partner NGOs are understood by everybody involved in project design and implementation					
C3 The partner NGOs are involved in data collection process for improved project results					
C4 The partner NGOs are involved in data analysis of the data collected					
C5 The partner NGOs are involved in planning of the project outcomes of the projects in the area					
C6 The partner NGOs are involved in the management of the desired outcomes					
C7 Generally, the partner NGOs are involved in most phases of project development					

2. In addition to the information on the Likert scale, what are the specific roles and responsibilities of NGO in realizing project outcomes in the area?

.....
.....
.....

3. How is data generated and analysed in project management in the area?

.....
.....
.....

4. How is planning and management of the desired outcomes done by the NGOs?

.....

.....

.....

SECTION D: GOVERNMENT INVOLVEMENT AND PROJECT OUTCOMES

1. What is your level of agreement on the following statements relating to government involvement in livelihood projects in Kakuma area? Please use the rating criteria below.

1. Strongly Disagree 2. Disagree, 3. Uncertain 4. Agree, 5. Strongly Agree

Statement	1(SD)	2(D)	3(N)	4(A)	(SA)5
D1 The government provides enough skills required in the implementation of projects					
D2 The government evaluators involved have enough education levels that are required in project implementation					
D3 The involved government officials have enough knowledge of the ongoing projects					
D4 The government officials are involved to provide management capabilities of the underlying projects					
D5 Generally, government officials are involved in most phases of project development					

2. How else does that government participate in realizing project outcomes in the area?

.....

.....

.....

SECTION E: LIVELIHOOD PROJECT OUTCOMES

What is your level of agreement on the following statements relating to enterprise livelihood project outcomes in Kakuma area? Please use the rating criteria below.

1. Strongly Disagree 2. Disagree, 3. Uncertain 4. Agree, 5. Strongly Agree

Statement	1(SD)	2(D)	3(N)	4(A)	(SA)5
E1 Projects sustainability has improved in Kakuma area due to participatory monitoring and evaluation					
E2 There have been more project gains in Kakuma area due to participatory monitoring and evaluation					
E3 The capacity of the involved parties has improved in Kakuma area due to participatory monitoring and evaluation					
E4 The living standards of people have improved due to participatory monitoring and evaluation					
E5 The health conditions of the people have improved due to participatory monitoring and evaluation					

Thank you for your response

Appendix III: ANU Introduction Letter



30th DEC, 2021

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

Our Ref: **19S01DMME004**

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

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: Glorianne Murumba
 19S01DMME004**

GLORIANNE MURUMBA 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, Glorianne is conducting a research entitled: ***EFFECTS OF PARTICIPATORY MONITORING AND EVALUATION ON LIVELIHOOD PROJECT OUTCOMES: A CASE OF SELECTED ENTERPRISE PROJECTS IN KAKUMA.*** Any

Assistance offered to him will be highly appreciated.

Yours Faithfully,

Dr. Wanjiru Nderitu

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

Appendix IV: NACOSTI Permit

REPUBLIC OF KENYA



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **885728** Date of Issue: **06/January/2022**

RESEARCH LICENSE



This is to Certify that Ms., Glorianne Delia Namusime Murum of Africa Nazarene University, has been licensed to conduct research in Turkana on the topic: EFFECTS OF PARTICIPATORY MONITORING AND EVALUATION ON LIVELIHOOD PROJECT OUTCOMES: A CASE OF SELECTED ENTERPRISE PROJECTS IN KAKUMA for the period ending : 06/January/2023.

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Director General
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Appendix V: Map of the Study Area

