

**MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF  
GOVERNMENT OF KENYA-FUNDED DEVELOPMENTAL PROJECTS: A CASE OF  
GARISSA COUNTY CANCER CENTRE, KENYA**

**BY:**

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**A Research Project Submitted to School of Business Department in Partial Completion of  
The Requirements for the Award of the Degree in Master of Arts in Monitoring and  
Evaluation**

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## DECLARATION

This research project is entirely my own work, it has never been submitted to any other institute for the granting of any degree or professional qualification.

**KATRA NYAGA**

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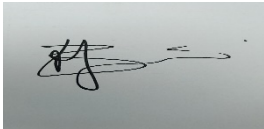


**20/03/2024**

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This study project is being presented with our approval as university supervisors and will be carried out under our supervision.

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**05/03/2024**

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**26/03/2024**

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## **DEDICATION**

To God Almighty; your guidance, wisdom, strength, power of mind, protection and skills and for giving me a healthy life. You have been the source of my strength throughout this program and on your wings only have I soared.

To my parents, Mr Nyaga and Ms Abdia; your unconditional love and support during every stage of my life and always believing in me have gone a long way in making this possible.

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## ABSTRACT

The need and justification for project monitoring and assessment have thus far been established. However, it is essential to consider the variables that affect monitoring and assessment, especially in county governments where significant projects and resources have stalled. This study investigated the influence of monitoring and evaluation practices on performance of government of Kenya funded developmental projects in Garissa County using the Garissa County cancer center as a case study. Specifically, this study established the influence of M & E team capacity building, M & E planning, and stakeholder participation on performance of government funded developmental projects in Garissa County, Kenya. The study was underpinned by three theories namely, Theory of Change, the System Theory and the Organization Learning theory. The target population included County Executive Committee, Chief Officer's health and medical services, Directors of health and medical services as well as the 90-unit members of county health department of Garissa. A descriptive study approach was used, including standard deviations, percentages, frequencies and composite means .The findings indicated that capacity team building for the M & E team is associated with a positive and significant effect on the performance of the government funded projects in Garissa County. It was also established that M & E planning is linked to a positive and significant effect on the performance of the government funded projects in Garissa County. Lastly, it was established that ensuring stakeholder participation for the M & E team is associated with a positive and significant effect on the performance of the government funded projects in Garissa County. In view of the findings of the study, the study recommends the M & E division of the county government of Garissa to ensure there is stakeholder involvement in monitoring of its larger development projects. The M & E division of the county government of Garissa should also enhance capacity building of their M & E team so as to improve their competence in conducting M & E functions. There is also a need for the M & E division of the county government of Garissa to conduct a thorough planning before engaging in any M & E activities so as to enhance delivery. Future studies could consider other counties and examining effects of other constructs of monitoring practices that was not considered by the current study.

## DEFINITION OF TERMS

**Capacity Building:** This combine influence on project's commitment, resources and skills that can be deployed to successfully implement the project activities through building up of project participants' strengths to address the project problems and opportunities. The activities conducted in capacity building include Alignment of training gaps for the staff, resource allocation and continuous institutional development by establishing systems.

**Monitoring planning:** is a process for defining project goals, determining the system, methods, strategies, targets, methodologies and due dates for achieving the goals, as well as the procedures for communicating them to extended partners.

**Stakeholder participation:** Describes the involvement of those who are either directly or indirectly impact by social organization decision

**Project Performance:** This is ability of completing the project within desired time and delivering on quality with optimized cost.

**Government Project:** These are schemes that the County has partially or wholly funded towards making investments in people. Investment in people is what is meant by development. Obstacles have to be taken down for all citizens to pursue their goals with self-assurance and dignity.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter presents the background of the study, statement of the problem, research objectives, hypotheses, significance and scope of the study. The key concepts of each construct are defined and a brief background along with the dimensions of each variable of the study is provided.

### 1.2 Background of the Study

The project performance has been constantly and continuously attracted the interest both in theory and practice, interventions such as gathering and methodical examination of data in relation to a project, program, or action has been asserted succinctly as monitoring (Favoretto & Carvalho, 2021; Ingle & Mahesh, 2022). They emphasize that quality, time and cost, and quality are key performance indicators that most scholars paid serious attention to. The project performance is affected by the monitoring and evaluation (Hausfather, Drake, Abbott, and Schmidt, 2020). Project evaluation is a process of continuously obtaining data on a project while considering the type and degree of the evaluation process is known as monitoring (Xu, Wang, Xiao & Yuan, 2020). According to another researcher, monitoring is a never-ending activity that involves the methodical gathering of data about certain metrics of public initiatives (Williams, 2010). Williams succinctly defines monitoring and evaluation as a procedure that aids project managers and M&E staff in enhancing project objectives and outcomes.

The definitions offered are important because they depict a monitoring process that should never cease and is crucially based on goal-setting and planning activities throughout the whole project lifecycle. Additionally, monitoring has advantages including tracking operations, benchmarking techniques, and confirming that they adhere to deadlines. It also provides a fantastic starting point for project evaluation (Mohamednoor, 2017). The element of evaluation helps in finding the desperately needed resources and determining whether or not those resources can handle the demands of the study from beginning to finish. As a result, evaluation is described as considering the outcome and result indices that distinguish a specific project (Hausfather *et al.* 2020). A periodic yet consistent calculation of change in a project through observing the specified and

relevant legal procedures as opposed to the intrinsic project actions is also known as evaluation (Cazenave & Morales,2021). Kerzner, (2022) explained that in the growth of the project in the current century depend on the innovation, strategic planning and long term project investment opportunities. This can always been monitored by having M&E practices and academic circles have typically been evaluated by considering cost, time, customer happiness, client changes, health, quality and safety. For quite some time, important and common measurements were thought to be quality, time, and money (Zid, Kasim,& Soomro,2020).On the other hand, monitoring and assessment can be assessed after taking the construct into account using standard indices (Vahabi Nasirzadeh,& Mills,2022).\ Thus, they stated that phase one will involve owners, stakeholders, users, and the public—individuals who engage with the study on a large scale. Phase two then examines the contractor as well as developer; these are the people who look at M&E practices and on micro platforms and who are affected by time, cost, and quality factors in projects. According to Kerzner, (2017), there are several factors that affect time, cost, and quality. They highlighted elements such as top management support, coordination, leadership skills, environmental factors, project manager ability, and others.

Worldwide, developed countries like China, the USA, Russia, and Canada have created rigorous and innovative monitoring and evaluation methods and indexes thanks to their strong decentralization of resources (Li & Li,2021). The process of institutionalizing monitoring and assessment has also been made possible by the trickle-down of sufficient resources to local administrations inside these nations. As a result, a framework has been established for the Results Based M&E system to be rigorously tracked and evaluated. The system enables an efficient process for keeping track of all projects in a methodical way, leaving just hardly any openings for dishonest people and unplanned initiatives.

Canada has come up with an M&E system that is so reliable and well-tuned that it has inspired members to adopt a "monitoring culture." A results-based mindset and manager accountability to a project form the cornerstone of this culture. Segsworth.(2020),claims that Canada has realized that in order to properly launch and implement M&E, it is essential to perceive the process as long-term and interactive and to build techniques that promote the expansion of M&E rather than ones that aim to thwart it.

The monitoring and assessment state in Africa is seen to be particularly complicated (Wise, 2020; Binnendijk, 2019; OECD, 2020). According to Owusu, Chan, Ameyaw, & Robert (2020), corruption, which is characterized by shortcuts and bribes, has significantly hampered the development of monitoring and evaluation in Africa's political environment. Gladys (2010) stated that inflexible bureaucratic procedures in Africa and nations like Kenya have stifled the advancement of monitoring and evaluation.

According to the OECD report (2020), for monitoring and evaluation to succeed in Africa, there needs to be a shift in attention that aims to boost the institutional, specialized, and operational imperatives of monitoring and evaluation while also transforming the ideology from one of informality to one of efficient project scheduling, planning, budget allocation, and monitoring and evaluation, similar to what has been occurring in Ghana (Clear, 2012). The lack of a cohesive monitoring and evaluation (M & E) system has led to bad planning execution, despite the Kenyan government having created numerous development blueprints since independence up to the present.

Evaluation Method (CIMES). The CIMES Handbook confirms that the activities of each county's priority scheme or programs are taking place in accordance with the planning deadlines and objectives outlined in the CIDP, as well as the proper and effective use of resources. The goals of the CIMES guide will be accomplished by examining the role that M&E plays in government-funded development projects. In many government-funded projects around the world, there are specific elements or determinants that affect monitoring and evaluation (Dissanayaka & Kumaraswamy, 2015). They listed a number of factors, such as stakeholder attitude and engagement, leadership style, resource availability, organizational culture and structure, and technological innovation that have an impression on monitoring and assessment. When properly applied, these key elements support M&E, however in underdeveloped nations like Kenya, they are frequently underutilized, which results in restricted and inefficient monitoring and evaluation (Li & Li, 2021).

Developmental projects are completed as a consequence of a series of planned and unexpected interactions and events involving a variety of individuals and processes in a continually changing environment (Kibet, 2018). Multiple parties, methods, phases and stages of work, and a considerable number of stakeholder input are all part of development projects, with the main objective of finalizing the project successfully. Monitoring and evaluation are crucial because the degree of success in carrying out developmental project activities will be greatly influenced by the particular parties' managerial, financial, technical, and organizational performance as well as risk management, economic and political stability and the business environment (Binnendijk, 2019).

Most of the public funded developmental projects face performance challenges (Ruwa, 2016). While most are expected to deliver value to the citizens, many of them stall, experience funds mismanagement and end up not meeting their stakeholder expectations (Owusu *et al*, 2020). Performance of projects can be established using various indicators ranging from time, cost, and quality of the expected outcomes as well as satisfaction of the stakeholders (Kerzner, 2017). The predominant measures have however been timely delivery of quality projects within the planned budgets (Carvalho & Rabechini, 2015).

### **1.2.1 Performance of Government Funded Developmental Projects**

The results of government-funded projects around the world are uneven. According to Patanakul, Kwak, Zwikael, and Liu (2016), development government programmes in western and Asian countries have a low delivery rate. Kerzner 2020 and Locatelli *et al*, 2017 stated that, despite their large financing, most government-funded development initiatives performed poorly and provided less benefit than predicted in Europe.

Li & Li (2021), suggested that some of the biggest government-funded projects in China have performance issues, resulting in the loss of billions of dollars in public funding. Twum-Darko, Noruwana, and Sewchurran (2015) stated that in the African setting, most government-initiated and supported developmental initiatives failed miserably, failed to achieve their goals, will be of poor quality, and had large cost overruns. According to Unegbu, *et al*, 2022), government-funded development projects in Nigeria experience time and expense overruns.

Locally, a report by the Institute for Social Accountability (TISA) (2021) revealed that a high number of government-funded development projects in Kenya have stalled due to a variety of factors, including poor planning, prioritisation, corruption and embezzlement of allocated funds, and a lack of effective monitoring and evaluation approaches. The report cited key projects across the country that will be jointly funded by donors and funds under the Economic Stimulus Program in selected counties and found that those projects will be marred by high levels of corruption, unaccountability, and lack of transparency, resulting in the stalling of more than 40% of the projects countrywide (TISA, 2021). This deprives the project's recipients of better services.

In regard to Garissa County, among the sampled counties, the highest number of stalled government developmental projects will be experienced in the counties of Garissa, Mandera and Wajir where up to 54% of the government funded developmental projects had stalled (TISA, 2019). Specifically, since the commencement of the construction of Garissa County Cancer Centre, none of the targeted outputs have been delivered despite an allocation of more than Kshs. 600 million to the same to demonstrate a low performance scale. Given the importance of some off the M & E practices as discussed, this study is motivated to find out its influence on the performance of this project in the county.

### **1.2.2 Monitoring and Evaluation Practices.**

According to Kotenko & Bohnhardt,(2021), as projects become more complex there is a need to implement various M & E practices in order to provide a foundation for making decisions from an informed point of view. However, currently a number of organizations, especially in developing countries, regard M & E as a mandatory requirement for securing donor funding, rather than a tool for solving project implementation issues (Binnendijk, 2019). As indicated by Kerzner (2020), M & E is a critical element that influences the project execution, programming, and strategy. Compared to all the other activities in a project management cycle, M & E is the only one that cuts across all the phases and ensures that all are on track.



The importance of various M & E activities has been echoed. The importance of expanding the M&E team's capacity has been echoed as an important M & E activity (Karimi, Mulwa, & Kyalo, 2021). Increasing human resource capacity by improving professional competency, clearly defining responsibilities during monitoring and evaluation, and ensuring the independence of M & E staff in order to determine objectivity and control freedom, as well as the use of IT, is critical for the M&E system's long-term sustainability.

Ma, Mu & de Jong, (2021) on the other hand, claimed that M & E planning is critical since different projects require varied M&E demands based on the operational context, implementing agency capacity, and donor criteria especially as a strategy to manage political influence of government projects. When drafting an M&E plan, it is critical to focus on M&E budgetary concerns, current guidelines, and alternative M&E techniques in order to determine methodologies, procedures, and tools that will be used to meet the project's M&E needs.

#### **1.2.2.1 Capacity Building**

Staff who work in monitoring and evaluation need to be able to write and analyze M&E results, as well as grasp various M&E frameworks and tools, project indicators, and different types of data monitoring and assessments (Danquah *et. al.*2023). This is crucial for ensuring that the process is followed step by step in order to optimize project performance. In order to sustain and retain a stable M&E team, effective M&E. human resource capacity in terms of quantity and quality is essential; thus, M&E human resource management is required (World Health Organization, 2020).

For the generation of M&E results, human capital with sufficient training and experience is essential. This is because finding qualified workers is a big stumbling block when it comes to choosing M&E systems. As a new professional field, M&E faces difficulties in effectively delivering outcomes. As a result, there is a high demand for trained individuals, M&E system capacity growth, and training course harmonization, as well as technical guidance (Chileshe & Kavishe, 2022). Building an adequate supply of human resource capability is crucial for the M&E system's long-term viability, and it's a never-ending problem. Furthermore, "growing"

evaluators require significantly more technical M&E training and development than can normally be delivered with one or two seminars (Kamau & Mohamed, 2015). Formal training and on-the-job experience are both vital in developing evaluators, and there are many alternatives for training and development, including the public sector, the corporate sector, universities, professional groups, job assignments, and mentorship programmes (Ninan, & Yadav, 2023).

#### **1.2.2.2. Project Planning Practices**

Monitoring planning is widely considered as one of the most important tools that partners use to ensure that projects are successful. According to Stankiewicz (2022), monitoring planning is a process for defining project goals, determining the system, methods, methodologies, strategies, targets, and due dates for achieving the goals, as well as the procedures for communicating them to extended partners. Customers' wishes and available assets must first be identified, then coordinated to set venture targets, with the goal of identifying and assessing available options and selecting the most appropriate methods, processes, and strategies to achieve the goals (Abrahams, 2015).

The planning process entails communicating goals as well as the systems, procedures, methodologies, targets/due dates needed to achieve them to individuals, groups, and organizations concerned with their use, monitoring, and control. The final consequence of monitoring planning is a variety of project designs that speak to certain systems in order to achieve specific long-term goals (Madueke, & Thurmaier 2022). In their monitoring planning, state firms primarily employ two fundamental frameworks: the result framework and the logical framework.

As a result, monitoring planning can be considered as a means of defining project goals, deciding on a system, strategies, techniques, targets, and due dates to achieve the goals, as well as the procedures for communicating them to extended partners. Customers' wishes and available assets must first be identified, then coordinated to set venture targets, with the goal of identifying and assessing available options and selecting the most appropriate methods, processes, and strategies to achieve the goals (Chileshe & Kavishe, 2022). The final step in the planning process is to communicate the goals, as well as the systems, techniques, approaches, and targets/due dates

needed to achieve them, to individuals, groups, and organizations concerned with their implementation, monitoring, and control. The final consequence of monitoring planning is a variety of project designs that speak to certain systems in order to achieve specific long-term goals (Ma *et. al.*2021).

### **1.2.2.3 Stakeholder Participation**

Stakeholder participation is crucial in project management because a project may be viewed as a temporary coalition of stakeholders working together to achieve something. A project stakeholder is a person or a group of people who are influenced by the project or have the ability to influence it (Mbugua,2021). ). Stakeholders also include any group or people that can influence or is influenced by the project's goals being met. Every stakeholder has an interest in learning how the project's activities are carried out. In building construction projects, stakeholder involvement is essential. Although minor decisions and emergency situations are not usually ideal for stakeholder involvement, a complex scenario with far-reaching consequences does, and when done proactively rather than reactively, helps to avoid future difficulties (Karimi, Mulwa, & Kyalo,2021).

The interactions and interrelationships among these players have a significant impact on a development project's overall performance, and they are responsible for ensuring that the project is completed successfully (Eskerod, Huemann, & Ringhofer, 2015). Internal stakeholders are those who are directly involved in an organization's decision-making process (for example, owners, customers, suppliers, and employees), while external stakeholders are those who are significantly impacted by the organization's activities (for example, the local community, general public, and local governments) (Silvius *et al.*, 2017).

Internal stakeholder connections, such as procurement and site management, have generally been prioritized in development projects, whereas exterior stakeholder relationships have been viewed as a duty for public officials via facility development laws and legislation. The goal of public involvement is usually to share information with members of the public who might be interested in the construction project and to obtain feedback from them (Eskerod et al. 2015).

Similarly, when stakeholders take part in monitoring and evaluation, it signifies they have contributed to management information and decision-making, meaning that the entire process is generally acceptable. Enabling stakeholders to participate in project management promotes the mapping of success project indicators (Winans, Dlott, Harris, & Dlott, 2021). Stakeholder participation can also be seen as empowering building construction project beneficiaries in terms of identifying resources and requirements, planning resource utilisation, and putting development plans into action (Elias, 2015). This involvement must be incorporated into the review process from the beginning (Jones, 2011). Participation of intended beneficiaries, who are the major stakeholders, can also boost the impact of the assessment process, particularly the analysis and interpretation of outcomes (Walker, Hills & Heere, 2017).

Matu *et al* (2020), examined the influence of stakeholder on performance measured by the completion rate of urban road infrastructure. According to the findings of the study, the project's major stakeholders are critical to its success. As a result, effective M&E activity implementation necessitates active participation of all stakeholders. The study found that including stakeholders throughout the project life cycle enhances project ownership and sustainability. To enable maximum engagement in the project, the study recommended that stakeholders be involved in the formulation and execution phases, paying attention to their demands. Stakeholder participation as a variable will be cut down in the study, revealing conceptual research gaps. This research focuses not just on stakeholder participation but also on other factors.

Khan, Waris, Panigrahi, Sajid, & Rana, (2021), investigated the strategies of improving project performance factors for government based project through effective stakeholder participation. Stakeholder participation in the implementation of M&E activities, according to a substantial percentage of respondents, improves programme success. However, just a third of respondents will be active in the execution of M&E activities, showing that only a small number of stakeholders are involved in M&E implementation. Since this study focuses on publicly supported development projects, the study's focus will be on community projects, which offered a contextual research vacuum.

Ndirangu & Kavivya (2023), advised that capacity building be introduced as a major component of the Kazi kwa Vijana initiative across Kenya, which asks for increased investment in training and human resource development in the crucial technical field of monitoring and evaluation. While the research is interesting, it focuses on the factors that influence M&E implementation rather than project outcomes.

### **1.3 Statement of the Problem**

Government-funded development projects encounter performance issues all over the world (Kerzner, 2020). Several complaints have been lodged in Kenya over the performance of government-funded development projects (Ndirangu & Kavivya,2023). The Auditor general report 2017 cited massive misuse of billions of shillings allocated to development projects across the counties in Kenya, illegible expenses on projects which are devolved, lack of expenditure returns and records on projects and high stalling of projects. According to the TISA (2020) report, up to 54 percent of publicly sponsored development projects in Garissa County have stalled, resulting to resource waste as well as an avenue for misappropriation of public funds, which results to increasing taxes for projects that will be never delivered (Chileshe & Kavishe, 2022). As a result, it is vital that the project's performance evaluated.

While that is the case, empirical studies have indicated that various M & E practices such as capacity building, planning and stakeholder participation can be of importance in delivery of projects (Khan *et al.*, 2021; Tilahun, 2016; Micah & Luketero, 2017). However, its importance in development projects at county level has not been interrogated. Due to the high failure rate of publicly sponsored development projects in county governments, the goal of this research was to realize the level of M&E practice execution and how it affects project performance considering the cancer center's extensive history of performance challenges.

### **1.4 Purpose of the Study**

The purpose of this study was to investigate the influence of M & E practices on performance of the government-funded development projects using Garissa Cancer Center as a case study.

## **1.5 Objectives of the Study**

This study was guided by both general and specific objectives.

### **1.5.1 General Objective**

The study sought to investigate the influence of monitoring and evaluation practices on performance of government of Kenya-funded developmental projects in Garissa County taking a case of Garissa County Cancer Centre, Kenya.

### **1.5.2 Specific Objectives of the Study**

The study was guided by the following objectives:

- i. To determine the influence of M & E team capacity building on performance of government funded developmental projects in Garissa County, Kenya
- ii. To establish the influence of M & E planning on performance of government funded developmental projects in Garissa County, Kenya
- iii. Assess the influence of stakeholder participation on performance of government funded developmental projects in Garissa County, Kenya

## **1.6 Research Questions**

This study sought to answer the research questions below:

- i. How does M & E team capacity building influence performance of government of Kenya funded developmental projects in Garissa County, Kenya?
- ii. How does M & E planning influence performance of government of Kenya funded developmental projects in Garissa County?
- iii. How does stakeholder participation influence performance of government OF Kenya funded developmental projects located in Garissa County?

## **1.7 Significance of Study**

The findings of this study can significantly and favorably influence Garissa county development and, in general, the country's economic development since it can aid project managers in

resolving challenges that impede the proper development and completion of projects. For all initiatives that in Garissa County, project assessment can hopefully provide performance feedback systems. If this is accomplished, the large number of unfinished projects, construction periods and cost overruns that extend past the initial completion dates can become a thing of the past.

This study can likely act as a baseline for detecting policy flaws and corrective measures, as evaluation is a vital management tool in Kenya's devolved development fund utilization and management. Future researchers can profit from the findings of the study because they would have a better grasp of the challenges that underlying the study. It is also anticipated to contribute to current knowledge for future M&E scholars.

### **1.8 Scope of the Study**

The conceptual goal of this study was to ascertain how stakeholder involvement, M&E planning, and team capacity building affect the success of government-funded development projects in Kenya's Garissa County. The contextual scope was Garissa County, Kenya.

### **1.9 Delimitations of the Study**

The study's analysis was restricted to the monitoring and assessment of government-funded development projects' practices in Garissa County in the year 2022. Specific recommendations were provided regarding the entities' stakeholder participation, level of competence resource availability and attitude as predictive criteria for M&E efficiency. The study was also delimited the M & E team capacity building, M & E planning and stakeholder participation and tested their influence on performance of government funded developmental projects.

The study was further delimited to government funded projects based in Garissa County in Kenya and not any other geographic scope. Methodologically, the study was delimited to quantitative data collection using descriptive survey design.

### **1.10 Limitations of the Study**

In the public sector, bureaucracy is very high and that posed as a challenge during the data collection process. The researcher however made introductions and reassured the respondents that

the information collected was solely for research reasons, only thus permission was granted by the management. The researcher dropped the questionnaires and picked them later to ensure that less contact was made.

### **1.11 Assumptions of the Study**

The study made a supposition that the respondent would offer maximum cooperation by truthfully and correctly answering the questions provided. The researcher also assumed that the study would run smoothly without any technical, security and financial challenges. Another assumption was that the respondents understood the questions being asked and provided reliable responses which could be used to achieve the study objectives.

### **1.12 Theoretical Framework**

The study was anchored on the Theory of Change, System Theory as well as the Organization Learning Theory so as to further provide a theoretical backing and analysis of the research theme as discussed in the subsections that follow.

#### **1.12.1 System Theory**

Ludwig von Berlanffy (1968) proposed system theory, which is based on the general systems and social ecological systems work of Robert Kahn and Daniel Katz (Kahn and Katz, 1966). The idea of this theorist was that any method of problem solving, including community development initiatives, have to take systematic thinking into account, which recognizes that every living thing is influenced by a variety of other elements from the outside and inside (Midgley, 2003 & Kerzner, 2006). This idea and sustainability theory shares a value for harmony between humans and the natural world or the environment. Theorists suggest that any sustainable growth must consider the interconnections of numerous environmental variables. Closely anchored to this system theory, the current study operationalizes the interconnection of the Government of Kenya funded projects' performance and the M&E practices, other performance factors put aside. Any system, regardless of how good it is performing, it has noticeably one or more constraint that restricts its performance and can be enhanced by enhancing M&E practices as hypothesized by this currents study. The researcher applied this theory to assess how the performance of government funded projects were influenced by the M&E practices of the study focus.



A study by Murray, and Cutt, (2008) used system theory to explain how some nonprofit organizations conduct M & E for symbolic purposes and rarely for decision making. In contrary, Ellis, and Wadia, (2011) explain how M & E practices can add value to organizations using multiple theoretical lenses; system theory, equity theory, resource-based theory among others. System theory grounded a study by Muchelule (2018) on the study of M & E practices on project performance. The author in addition strengthened the study base through the theory of change and constraints theory. The system theory Projects for sustainable community development adhere to logical and systematic procedures, which include human capital in terms of their ability to manage development programs, community involvement, and community development frameworks.

According to system theory, no individuals nor groups nor institutions, organizations, or other organs, either natural or manmade, exist in isolation. System theory is therefore a strong anchorage of this study which hypothesis that project performance is intertwined to both internal and external factors, among them being M&E practices. A study by Muchungu, (2020) on project management notes success of system theory applications in processes related to project management and also its success in project management. Kikwasi, (2012) discussed the use of system model in the impact of client behavior including schedule restriction on milestones, high demand on progress reports by the client, and delays in approving documents.

### **1.12.2 Organization Learning Theory**

The study is built on the organization learning theory proposed by Argyris and Schon (1978). They underlined the necessity of learning for businesses to increase performance. A growing body of research connects organizational efficiency to their ability to learn in complex and uncertain contexts, emphasizing the significance of learning (Senge, 1995). Projects have expanded M&E financing support, collected relevant data, increased capacity to execute M&E operations, leveraged M&E data, and used M&E outcomes to improve decision making in order to promote sustainability (King Jean, 2008). The current study is grounded on this theory of organizational learning, the fact that empirically, the it has been established that project M&E findings lay the ground for learning on what works best and what does not work in achieving the objectives of the interventions. A quantitative study by Abdul-Rahman, Wang, and Muhammad,

(2011) on identification of management factors related to M & E of projects under NGOs in Somalia was informed by organizational learning theory. The findings supported the hypothesis that M&E of project activities through implementation phase leads to project improved performance through continuous learning.

Organizational learning results in higher employee satisfaction, lower turnover, increased production and efficiency, improved adaptation across the organization, and the development of leaders at all levels. This concept highlights the need of a learning culture inside an organization and focuses on knowledge development and application (Bell & Morse, 2004). However, the theory of organizational learning is limited to organizational context, does not consider external context and does not integrate the anticipated actions of the work of peer organizations, expected change in economic climate and other factor (Rogers, 2010). The researcher has anchored this study on multiple theories to countercheck the weakness of any one of them.

### **1.12.3 Theory of Change**

This study was also based on the Theory of Change to give theoretical support and analysis for the research topic. It is a model that demonstrates how an effort, such as a policy, strategy, programme, or project, contributes to the desired outcomes through a series of early and intermediate repercussions. A theory of change expounds on how results are interpreted to yield a string of results that aid in the accomplishment of the objectives in mind (Nyaguthii & Oyugi, 2013). In this study, planning for M&E and what must be done to progress from one project phase to the other can be determined using the theory of change. As suggested by CEC, (2013), the theory of change can assist with the coming up of more realistic project objectives, the definition of accountability, and the formation of a shared understanding of the strategies to be used to reach the major program goal. This current study was operationalized to determine whether M & E practices of the study focus had a role to play in achievement of the actual outcomes forecast in the Theory of Change, and whether the assumptions underlying the theory about what will work will be correct. Theory of Change according to Nutt, (2016) puts a series of steps taken by responsible organizational agents to plan change process to occasion compliance needed to install changes in community livelihoods. Grounding this study on this theory facilitated in communicating to project stakeholders on making of planned changes in

organizations through informed M&E practices by creating environments in which changes can survive and be rooted as advised by Nutt, (2006).

### 1.13 Conceptual Framework

A conceptual framework demonstrates the connection between a study's outcome variable and predictor variables. In this paper, monitoring and evaluation practices formed the independent variable operationalized as M & E team capacity building, M & E planning and stakeholder participation. The three independent variables were measured using different measurement indicators identified from different empirical studies conducted from different contexts and through different research methodologies. The dependent variable on the other hand was performance of government funded developmental projects. This was conceptualized by project quality, cost and time of output delivery.

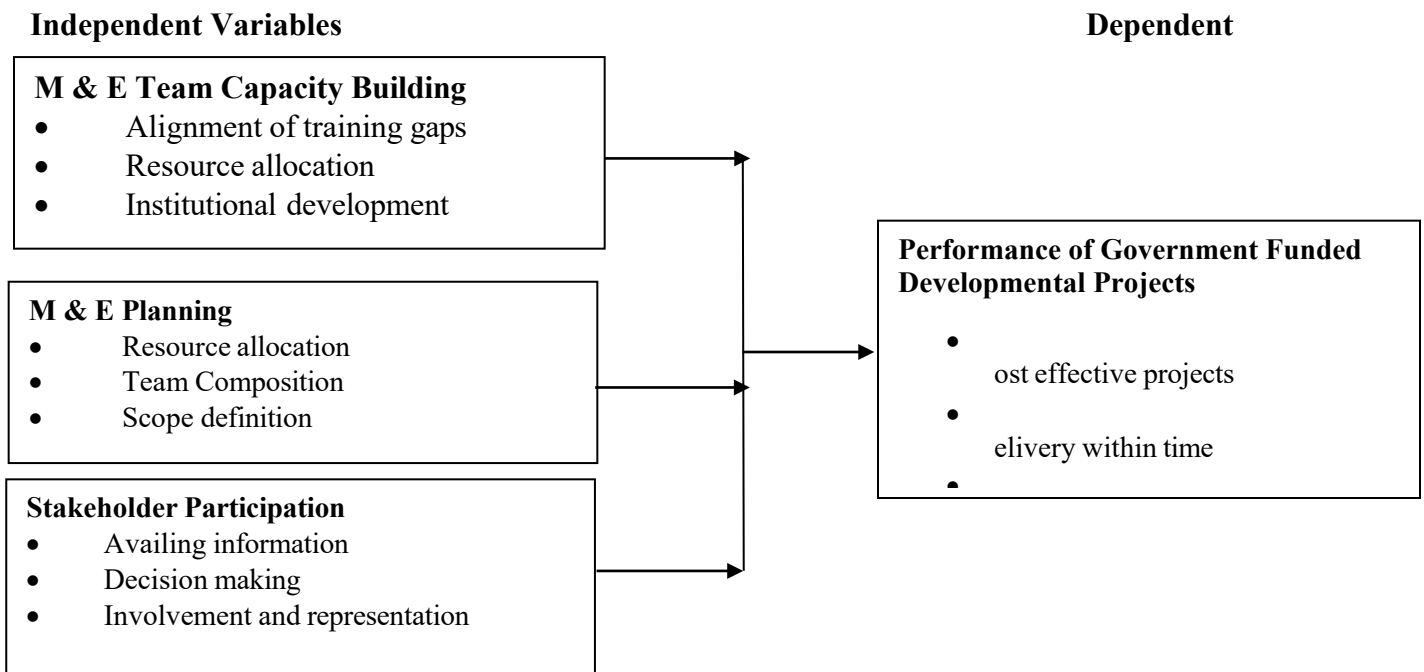


Figure 1.1 Conceptual Framework

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

This chapter considers prior research as well as what has been discovered in the field of study. It focused mostly on monitoring and evaluation practices and their influence on performance. Literature from previous studies were also discussed as per the objectives earlier indicated in chapter one. This chapter also presented empirical studies and gaps for the influence of M&E practices on performance of NGO funded projects.

#### **2.2 Performance of Government Funded Developmental Projects**

The results of government-funded projects around the world are uneven. According to Patanakul, Kwak, Zwikael, and Liu (2016), development government programmes in western and Asian countries have a low delivery rate. Locatelli, Invernizzi, and Brookes (2017) stated that, despite their large financing, most government-funded development initiatives performed poorly and provided less benefit than predicted in Europe. Li, Lu, Ma, and Kwak (2018) suggested that some of the biggest government-funded projects in China have performance issues, resulting in the loss of billions of dollars in public funding. Performance of the government projects depends also on the quality and relevant skills the work force possess especially problem solving skills and other project management competencies (Karimi, Mulwa, & Kyalo, 2021). Twum-Darko *et al.*, (2015) noted that the in Africa most government projects starts well at design and planning state but the implementation strategies failed miserably, this affected the intended project performance because it will miss the intended project objectives given that the capital outlay has already been incurred. According to Usman Kamau and Mireri (2015), government-funded development projects in Nigeria experience time and expense overruns.

Locally, a report by the Institute for Social Accountability (TISA) (2019) brought to light that a significant number of government-funded development projects in Kenya have stalled owing to a number of factors, including subpar planning, improper prioritization, corruption and embezzlement of financial resources for the government projects and having insufficient strategies and intervention to oversight, monitor and evaluate public projects. The report cited significant national projects that will receive funding from donors and the Economic Stimulus

Program in a few selected counties and discovered that those projects will be hampered by increased corruption, lack of accountability, and lack of transparency, causing the delay of more than 40% of the projects nationwide (TISA, 2020). Recipients of the project are thus denied better services.

In regard to the sampled areas, the highest number of stalled government developmental projects will be experienced in the counties of Garissa, Mandera and Wajir where up to 54% of the government funded developmental projects had stalled (TISA, 2019). Specifically, since the commencement of the construction of Garissa County Cancer Centre, none of the targeted outputs have been delivered despite an allocation of more than Kshs. 600 million to the same to demonstrate a low performance scale. Given the critical role played by the M & E practices on performance of the projects as discussed, this study is motivated to observe its effect on the government project performance of this project at the county level.

### **2.2.2 M& Evaluation team capacity building and Performance of Development Projects**

Staff who work in monitoring and evaluation need to know how to write and analyze M&E results, as well as develop and conceptualize ,develop and use several project monitoring and evaluation frameworks and methods,project indicators, tools, methods and measurement of data needed in monitoring and assessments of the projects ((Mohamednoor,2017;Kamau & Mohamed, 2015). This is crucial for ensuring that the process is followed step by step in order to optimize project performance. Effective and efficient monitoring of the project M&E system requires continuous capacity building of human resource capability in order to motivate, attract and retain a stable M&E human resource team; as a result, M&E human resource management is needed (World Health Organization, 2016).

Vanhove, Rochette, & de Bisthoven, (2017) capacity building on project monitoring matters delivery successful projects. This is because M&E training modules is an integrated approach where project management team comprising of the management team, technical team, volunteers, stakeholders and project participants contributes in knowledge transfer. This is very important since regular capacity building and staff development leads to project success because the M& E framework will sort out project implementation challenges (Chaplowe, 2008). Furthermore, capacity building promote acquisition of the relevant skills and competency needed

to solve problems during the project implementation in government set up (Karimi, Mulwa, & Kyalo, 2021). On doing this the training approach needs to be inclusive and wholesome in nature so as to monitor and evaluate project activities and the results being pursued(UNDP,2009). Other studies asserts that capacity building in project management is a gateway to project sustainability through adequate supply of quality and relevant skills and competencies (Acevedo, Rivera, Lima, & Hwang, 2010). The staff technical skills in monitoring and evaluations is classified as one of the necessary skills that play an important role in providing enhancing the project results-based performance which needs to be embedded in effective and functional monitoring systems especially in donor funded projects.

Again, the extant literature that suggest that capacity building on monitoring and evaluation improves the performances by sorting out project implementation challenges such as inefficiency, lack of equipping project participants with relevant skills needed to implement the project and addressing gaps relating with insufficient know how of project support such as the extend of financial support (Mohamednoor ,2017).This supports an assertion that monitoring and evaluation department must have a qualified and trained manpower to provide technical expertise in the areas of operations (World Health Organization, 2016;UNDP 2009).

In view of the donor funded projects requirements t is a requisite for the implementing partners of the projects to ensure that they improve the staff technical skills in pursuit of successful; implementation of the project.( Nyakundi 2014) .The summary of this study established that for a specific increase in one unit of M&E technical skills such as measuring the indicators and results the project efficiency which measures performance will change by 0.122. Quantitatively this implies that when competent M&E skills are utilized, the projects are able to achieve their planned results and even in specified period. The outcome supports a study in Muranga county that recorded that for a unit increase in human resource skills the performance of agribusiness projects in NGOs will improve by 0.288( Ngatia ,2015 )

However, capacity building process seems costly because it focus on technical skills with detailed and clear understanding on the key determinants that are required to monitor a project to its success, such factors to be capacity build on are project time, money, and skills which are crucial s in the effective implementation of M&E(Nabulu ,2015). This has resulted to upsurge in

the M&E skills in the project implemented making competent staff to be changing jobs from one project to another resulting to unsteady project performance which have recently be a concern for both project managers and the donors(Rajalahti, Woelcke, & Pehu, 2005).This scenario is common in remote areas in most Sub-Saharan African countries whereby few people with the necessary skills and capacity of designing and implementing M&E activities are poached by other NGOs who are in need of the M&E technical expertise, skills, tools, knowledge and understanding of M&E framework and processes (Emmanuel, 2015).

When project managers enhance the training on effective monitoring tools the project objective will be achieved through provision of much needed technical capacity, justification of funds allocation and creating an enabling environment for public involvement and effective stakeholder participation (Callistus, & Clinton, 2018).A good example is few NGOs implementing HIV/AIDS donor projects in the republic Botswana, where the study alluded that skills building in emerging countries is very effective if done very well through a well-resourced program( Muzinda,2007).It notes that the big challenges capacity building in M& E in African projects is explained by lack of trainers i.e expertise, stringent and multi-donor reporting requirements and inadequate funds. Despite this the study failed was limited on how to measure the project performance of the HIV NGOs projects in some other targeted region to make a generalization of the all the donor projects implemented by the local NGOs in Botswana. The proposition also supports Kamau, & Mohamed, (2015), who pointed out that when the project team are trained with requisite skills specifically on monitoring and evaluation it contributes to project success by ensuring that the project resources are well utilized within specified time and the project indicators can be measured easily.

Another cited challenge in public project was observed in Kenya whereby the study documented that inadequate M&E professional expertise in East Africa region is explained by poor education framework on this field and inadequate training materials to enable trainees design, develop a log frame, conduct baseline and evaluation, setting of objectives and indicators especially among infrastructural projects (Wanjiku, 2015). The study agrees with Danquah *et. al.* (2023) & Abdi, (2020), who also contributed on the importance of the capacity building and efficiency of project implementation. In the study a number of crucial lessons documented; that capacity building is a

technical process that needs to be factored in the project design; this process must be continuous; this process prepares project managers for change and uncertainty; the process addresses complex organizational politics that could affect the project implementation and that the action learning strategies should be developed and involve all managers and staff for the project success among others. Apart from technical expertise, staff with verse M&E experience ensure that projects are effectively & sustainably implemented by employing relevant interventions through critical assessment of human resource capacity systems.

In addition, Odhiambo (2013) for instance, proposed that M&E capacity building of technical staff should continuously and innovatively designed by establishing detailed initiative's on training and other capacity building initiatives to promote performance of the projects. This should be revised on regular basis to incorporate the changes that is occasion by and emerging trends in the field. The results resemble the findings of Wongtschowski, Oonk, & Mur, (2016) who established that capacity building on monitoring and evaluation is beneficial because it brings better project transparency and accountability because the organization will be able to track, analyze and report to shareholders who gives them more inputs to improve on the project performance. With the availability of the monitoring and evaluation information stakeholders will contribute positively to the success of the project. Again, the project cycle never go perfectly thus requires a well-functioning monitoring and evaluation systems that catches up the project problems early by tracking a deviation from the project's scope, assist in coming up of intervention and strategies that sorts out project problems (Njeru & Luketero, 2018 & Kabeyi, 2019). The study also supports that having well trained staff on monitoring and evaluation its beneficial in making in making sustainable decisions as postulated by Persaud, & Dagher, (2021)

### **2.2.3 Monitoring & Evaluation planning and Performance of Development Projects**

Monitoring planning is usually considered as one of the most important tools that partners use to ensure that projects are successful. According to Sudirman and Yusof (2017), monitoring planning is a process for defining project goals, determining the system, methods, strategies, targets, methodologies and due dates for achieving the goals, as well as the procedures for communicating them to extended partners. Nabulu (2015) asserted that project planning require that project stakeholders develop a baseline plan involving; the description of resources; delivery methodologies and time schedule. Customers' wishes and available assets must first be



identified, then worked together to develop project goals, with the goal of identifying and assessing available options and selecting the most appropriate methods, processes, and strategies to achieve the goals (Abrahams, 2015). For donor funded project planning plays a critical role since the process assist project management team to determine how to execute the project ,understand the project scope, developing of deliverables and creating structure of delivery the project commonly referred to workplan(Kerzner,2022 & Cruz *et. al*,2020). Project planning brings enhances efficiency by assisting categorization of the required strategies and resources needed to achieve the project objectives and other deliverables . Khan, Waris,Ullah& Bokhari (2021),discuss the importance of planning the projects well as a processing for determining the roles and responsibilities, a tool to communicate the progress and also yard stick of making some corrective measures on time. In every phase of project planning each activity must be analyzed independently to provide sufficient resources and allocate enough time. This way, the outcome to each small increment can be evaluated separately.The planning process entails communicating goals as well as the systems, procedures, methodologies, targets/due dates needed to achieve them to individuals, groups, and organizations concerned with their use, monitoring, and control. The final consequence of monitoring planning is a variety of project designs that speak to certain systems in order to achieve specific long-term goals (Marshall & Suárez, 2014).

As a result, monitoring planning can be considered as a means of defining project goals, deciding on a system, strategies, techniques, targets, and due dates to achieve the goals, as well as the procedures for communicating them to extended partners. Customers' wishes and available assets must first be identified, then put together to set venture targets, with the aim of identifying and assessing available options and selecting the most appropriate methods, processes, and strategies to achieve the goals (Madueke, & Thurmaier 2022). The last step in the planning process is to communicate the goals, as well as the systems, techniques, approaches, and targets/due dates needed to achieve them, to individuals, groups, and organizations concerned with their implementation, monitoring, and control. The final consequence of monitoring planning is a variety of project designs that speak to certain systems in order to achieve specific long-term goals (Stankiewicz 2022).

#### **2.2.4 Stakeholder Participation and Performance of Development Projects**

Scholars on both scientific and social studies argue that on stakeholder's participation is the core business in human interaction with the environment. Kairu and Ngugi (2014) established the influence of stakeholder's participation in performance of project execution. The study observed that a big number of respondents did not comprehend the importance of involvement of the community on successful of CDF funded projects, decision-making and project management thus lack of ownership of these projects.

A project may be seen as a temporary alliance of stakeholders collaborating to achieve something therefore stakeholder involvement is essential to project management. Every stakeholder has an interest in learning how the project's activities are carried out. In building construction projects, stakeholder involvement is essential. A complex scenario with wide-ranging repercussions does call for stakeholder involvement, even though minor decisions and urgent situations typically do not, and when done proactively rather than reactively, helps to minimize future complications (Nyandika, & Ngugi, 2014). Gathoni and Ngugi (2016) realised that stakeholders participation was a vital component towards enhanced success of projects under community development fund. Similarly, the study added that stakeholders' contribution in meetings to discuss project performance was minimal and that stakeholders were marginally informed on the progress of projects. The author recommended that stakeholders should adequately be involved by the government through public participation in coming up with project priorities.

The interactions and interrelationships among the project stakeholders have a significant impact on a development project's overall performance, and they are responsible for ensuring that the project is completed successfully (Eskerod, Heiman, & Ringhofer, 2015). In support of this observation, an empirical study by Chepkirui (2016) focused on factors influencing the sustainability of CDF projects in Nandi West constituency. The study observed that stakeholder's involvement prompted project sustainability, quality and accuracy. As one of the poor performance factors, Mohamed and Otieno (2017) confirmed lack of community involvement in selecting, evaluating and prioritising CDF funded projects, contributed the most to project failure. The study recommended for involvement of project beneficiaries in selection

and prioritisation of projects, the project location determination and monitoring and evaluation process. Supporting this view, Sugal (2017) noted that beneficiaries were not adequately involved in management and control of CDF funded projects allowing loopholes that affected the outcome of the projects. Usually, the purpose of public involvement is to convey information.

Similarly, when stakeholders take part in monitoring and evaluation, it signifies they have contributed to information management and decision-making, meaning that the entire process is generally acceptable (Blayse & Manley, 2004). Stakeholder involvement may also be considered as empowering those who will benefit from building construction projects by helping to identify resources and needs, plan resource use, and implement development strategies (Elias, 2015). This involvement must be incorporated into the review process from the beginning (Jones, 2011). Participation of intended beneficiaries, the major stakeholders, can also boost the impact of the assessment process, particularly the analysis and interpretation of outcomes (Walker, Hills & Heere, 2017).

Murungi (2015) looked into how project management techniques affected the execution of educational projects funded by donors in the county of Kajiado. The study's conclusions indicate that the project's key stakeholders are essential to its success. Therefore, the active contribution of all stakeholders is essential in the implementation of M&E activities to be successful. According to the study, involving stakeholders at every stage of a project's development increases its sustainability and sense of ownership. The research suggested that stakeholders be involved in the devising and execution phases, taking their requests into consideration, to ensure maximum engagement in the project. Stakeholder participation as a variable will be cut down in the study, revealing conceptual research gaps. This research focuses not just on stakeholder participation but also on other factors.

Mugambi and Kanda (2013) looked into the factors that affect effective monitoring and evaluation of community-based project strategy execution and discovered that stakeholder participation has a substantial impact on M&E success. According to a sizable portion of respondents, stakeholder involvement in the execution of M&E operations increases program success. However, just a third of respondents were active in execution of M&E activities, showing that just a small number of stakeholders are included in M&E implementation. Since this study focuses on

publicly supported development projects, the study's focus will be on community projects, which offered a contextual research vacuum.

### **2.3 Summary**

Chapter two has provided literature review of the study. It has kept both the prior research and what has been discovered in the field in mind. The Chapter has also given the theoretical review of the study where the anchoring theories, the System Theory, theory of Change as well as the Organization Learning Theory, have been presented. Generally, it will be established that M & E practices that is capacity building, stakeholder participation and planning are important in presenting a strong M & E system capable of delivering better performance (Ngangu, 2018; Tilahun, 2016; Micah & Luketero, 2017).

However, a review of the previous studies demonstrated conceptual and contextual research gaps which this study can fill. Some of the studies for instance White (2013) and Proudlock, Ramalingam and Sandison (2009) will be conducted in contexts outside of Kenya hence they presented contextual research gaps which this interrogation sought to fill. The findings from these studies may not apply locally because of geographical differences.

## 2.4 Knowledge Gap

Author	Focus of the Study	Methodology used	Findings	Gap in Knowledge	Focus of current Study
Hassan (2014)	Kenya's history of monitoring and evaluation	Descriptive regression correlation	survey, Due to a lack of knowledge and resources, county governments remained out of M&E.	Other crucial factors like stakeholder involvement and mindset were not considered in the study.	This study considered the real degree of expertise, stakeholder participation, and attitude.
Nabulu (2015)	Factors Affecting the Evaluation and Monitoring of County Government Projects	Descriptive, Correlational using regression correlations	Time, money, and training were crucial factors in the design and implementation of M&E.	Missing were elements like stakeholder involvement, attitude, level of competency and resource availability.	stakeholder provided the connection between the criteria mentioned and M&E approaches
Mohamednoor (2017)	Factors Affecting the Evaluation and Monitoring of County Government Projects	Methods of description and inference	Due to limited financial allocation, inadequate training and lack of stakeholder participation, efficiency issues existed.	The study was conducted in a more urbanized location; therefore, it did not take stakeholder attitudes into account.	Stakeholder attitudes were examined in a semi-urban setting.
Onchoke (2013)	Stakeholder variables impacting community development strategies and projects	Descriptive survey	The role of Stakeholders Participation The study did not examine further aspects of participation. The research was a descriptive survey.		The study examined three more factors. The study enhanced it with inferential analysis.  simple

**Table 2.1: The Summary of the gaps in Research**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The particular steps that were taken to enhance the study's execution and accomplish its goals were looked into in this chapter. This chapter entailed the study's research design, target population, sample and sampling methods, data collection tools and techniques, pilot testing, data analysis, and data presentation.

#### **3.2 Research Design**

Despite the fact that different researchers describe study design in different ways, they all tend to go in the same direction. According to Kumar (2018), research design refers to the strategy used by the study to solve the problem at hand. The research was carried out using a descriptive research design. Snyder (2019) indicated that descriptive research is a process of obtaining information on the current phenomena to describe the study variables. The research design was aimed at describing the actual state of affair at the time this study was conducted.

#### **3.3 Research Site**

The study took place in Garissa County. Specifically, Cancer Centre project in the county was targeted. The focus was on this county given the TISA (2019) statistics that Garissa County is among counties with the highest number of stalled government developmental plans where up to 54% of the government funded developmental projects had stalled. Since the commencement of the construction of Garissa County Cancer Centre, none of the targeted outputs have been delivered. The findings of this study were thus aimed at providing an accurate analysis of how various M & E practices could be adopted to improve the performance of the development schemes in the county given the outcomes in this research.

#### **3.4 Target Population**

Population is a collection of all cases of elements or individuals' attributes from which conclusions can be made. According to Flick (2015), the population entailed all cases of interest in the research study. The target population for this research was the County Executive Committee-Health (CEC), Chief officer health, Directors health, public health officers at Garissa

County and their assistants, Health Records and information officers, Sub-County Medical officers and Nurses as well as County nutrition officers as summarized in Table 3.1 based on the county Human Resource data for Garissa County, 2021.

**Table 3.1 Target Population**

<b>Strata</b>	<b>Population</b>	<b>Percentage</b>
CEC-health	01	1.1%
Chief officer	01	1.1%
Director Medical service	01	1.1%
Director Public health service	01	1.1%
County public health officers	15	16.7%
Assistant public health officer	15	16.7%
Sub-county public health officers	06	6.7%
County Medical services	16	17.8%
County Medical Nurses	20	22.2%
Health Records and information officers	08	8.9%
County Nutrition officer	06	6.7%
<b>Total</b>	<b>90</b>	<b>100%</b>

**Source: Human Resource data for Garissa County, 2023.**

### **3.5 Study Sample**

The study conducted a census on the entire target population due to the considerable small number of the study target population. Therefore, a total of 90 respondents targeted by the study were involved in the study. A census according to Flick (2015) ensures in-depth interrogation and also reduces sampling bias. Smith (2015) added that a census is suitable when population is less than 200. Therefore, this study was justified to conduct a census.

#### **3.5.1 Sampling Procedure**

The study employed the use of stratified sampling technique to delineate the staff. Stratified sampling is useful in the event that the respondents have heterogeneous characteristics. Then

Census procedure was used to select the 90 staff. Kothari (2015) asserted that a representative sample is an important aspect especially when the population is large and thus unmanageable within the time limits. However, in the present case, the target population was small and manageable and therefore census procedure was used to get all the 90 staffers. This brought the sample size to 90.

### **3.6 Data Collection**

The section presented a review of the data collection procedure that cut from the development of the data collection instruments, piloting of the data collection tool, the test of both reliability and validity as well as the procedure of data collection.

#### **3.6.1 Data Collection Instruments**

Primary data was used in the investigation. Primary data, according to Mackey and Gass (2015), are the facts gathered by the researcher in the field. Questionnaires can be used to gather this type of information. To gather information on the study variables, a structured and semi-structured questionnaire was used. Smith (2015) noted that questionnaires may be chosen since they guarantee confidentiality, save time, and are simple to use. In addition, Engwa and Ozofofor (2015) assert that, questionnaires are the best data collection tools for a study since the researcher can collect data from a large sample in the shortest time possible.

#### **3.6.2 Pilot Testing of Research Instruments**

According to Engwa and Ozofofor (2015), pilot testing involves a prior data collection before the actual data collection process takes place. This activity acts as guide for examining the research questions and to determine whether it produces the expected results. A pretest is meant to enhance the understanding the question and yield relevant results. A pre-test ranges from 1-10% of the sampled population (Taherdoost, 2016). In this study, a pilot test was conducted on 6 respondents that is project managers, assistant project managers and supervisors making up 10% of the sample size based on this argument. This was conducted in Garissa County on developmental projects in the health care sector namely construction of public health facilities which are ongoing.



### 3.6.3 Instrument Reliability

Cronbach's alpha is a reliability coefficient that provides a fair assessment of data generalizability and can be used to assess the dependability of the responses to surveys. According to Mohajan (2018), Cronbach's coefficient is used to determine if all items in an instrument measure the same thing or not. The typical range of Cronbach's coefficient alpha is 0.0 to +1.0. A 0.7 threshold was used in the investigation. The item (variables),  $k$ , in the scale and the average of the inter-item correlations were used in the calculation to calculate Alpha  $r$  which is given by:

$$\alpha = \frac{k r}{1+(k-1)r}$$

### 3.6.4 Instruments Validity

The degree to which a research instrument evaluates study attributes for a specific group is referred to as validity (Walter & Andersen, 2016). Construct and content validity were used in this investigation. To guarantee that each portion of the questionnaire evaluated data for a specific goal and was closely tied to the conceptual framework for this study, the questionnaire was divided into a number of sections for construct validity. Two data analytics specialists were chosen at random to properly review the questionnaire to ensure content validity. They were directed to assess the relevancy of the assertions in the questionnaire, as well as if they were meaningful, clear, and free of offensive content. The instrument was revised properly based on the results of the evaluation before being used in the final data collection exercise. Their reviewed remarks were used to improve the content's validity.

### 3.6.5 Data Collection Procedure

According to Walter and Andersen (2016), data collection is a systematic way of putting together information using instruments such as questionnaires and interview guides. A semi-structured questionnaire was used in the study, and it was administered by the researcher with assistance from assistants. The questionnaire was distributed by the researcher using a drop and pick approach and a postal survey. To enhance the response rate, the study put the ethical practices into consideration for purposes of clarity of the study to the participants so that they could be willing to take part in the study.

### **3.6.6 Pilot Test**

A pilot test is a tiny preliminary study to determine cost, time and facilities adverse occurrences and to improve the design of the study before the larger research project is implemented (Creswell & Creswell, 2017). It is important as it enhances authenticity of research concerning the expert knowledge of various researchers, thus preventing unapproved work from being conducted in the area of study.

### **3.7 Data Analysis and Presentation**

Quantitative information gathered during the research was analyzed quantitatively while the open-ended questions were analyzed through thematic methods. To get rid of mistakes and inconsistencies, the data was updated and cleaned. Following data cleaning, descriptive statistics like mean and standard deviation as well as regression models were used to analyze the data. Descriptive statistics were utilized to give a general summary of the data gathered, while regression models were employed to ascertain the link between the independent and the dependent variable. The data analysis process was conducted using SPSS version 22.

According to the goals of the research, the results of the data analysis were presented in a way that is simple and straightforward. To highlight the study's significant findings, the data was condensed. The data was presented in an aesthetically pleasing and simple-to-understand way using graphs, charts, and tables.

### **3.8 Legal and Ethical Considerations**

While conducting the research, ethical factors were considered. The study safeguarded respondents' identity and confidentiality in particular. On the research instruments, their identities were not mentioned. Before giving their comments, the respondents were requested to permission. Their right to drop out of the study at any moment was protected as well. The researcher approached this study as an academic exercise, and the data was utilized solely for that purpose. Furthermore, an introduction letter was sought from the university as well as a research permit from NACOSTI before the data collection process.

## CHAPTER FOUR

### **DATA ANALYSIS, PRESENTATION, AND INTERPRETATION include how your demographic data contributed to your study in the interpretation where viable**

#### **4.1 Introduction**

This chapter presents the data analysis and the findings of the study based on the study objectives. The data was summarized and presented using tables. The collected data was analyzed and interpreted in line with the study objective. This chapter also describes the data analysis, presentation, and interpretation of the findings. The findings relate to the objectives that guided the study.

#### **4.2 Response Rate, Education Level and Work Experience of the Respondents**

##### **4.2.1 Response Rate**

There were a total of 90 respondents targeted by the study out of which 73 responded to the administered questionnaire giving a response rate of 81%. An overall response rate of 73 (81%) is considered satisfactory based on the argument by Smith (2015) that a response rate above 50% is good and satisfactory. These results imply that various categories of the study participants sufficiently responded making it possible to make generalization on the entire population.

**Table 4.1: Response Rate**

<b>Description</b>	<b>Response</b>	<b>Rate</b>
Return Questionnaires	73	81%
Unreturned questionnaires	17	19%
<b>Total</b>	<b>90</b>	<b>100%</b>

##### **4.2.2 Respondent's Education Level**

This study endeavored to describe the respondent's level of education. This was geared towards ensuring that the respondents understood the research questions being interrogated. The respondent's understandability was to enable them successfully answer the questionnaires. As shown in table 4.2 below, out of the 73 (100%), majority of them, 62% had a degree as their

highest education level followed by a diploma, 27%. Few, 7%, had a master's degree. The study revealed that majority of the respondents had attained degree level education. These results agree with Lindhard & Larsen (2016); Jitpaiboon,Smith & Gu, (2019) that says education is expected to enhance decision making and the adoption of project interventions. Knowledge level influences project performance. As such, it was concluded that the respondents were literate and able to respond to the research questions.

**Table 4.2: Respondent's Academic Qualifications**

<b>Description</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	1	1%
Diploma	45	27%
Degree	45	62%
Masters	7	10%
<b>Total</b>	<b>73</b>	<b>100%</b>

#### 4.2.3 Respondent's Work Experience

The respondent's work experience was also established fundamentally to gauge the adequacy of experience and knowledge on M & E matters. This was necessary in ensuring that the views of respondents on the research theme was credible for purposes of reliability. In light of this, table 4.3 indicated that out of the 73 (100%) respondents, majority of them, 68%, had a work experience between 4 and 10 years. In addition, those with a work experience of more than 10 years were 11% to imply that they had a high institutional knowhow to comment on the research issues. It can be concluded that employees who had worked for over 4 50(68%) years in the organizations were able to give reliable information on the understanding monitoring practices and project performance in Garissa County.

**Table 4.3: Respondent's Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 3 Years	15	21%

4 to10 Years	50	68%
More than 10 Years	8	11%
<b>Total</b>	<b>73</b>	<b>100%</b>

### 4.3. Presentation of Research Analysis and Findings

The section below describes the descriptive statistics of the study in relation to the study objectives; it was done using a five-point likert scale. The range was Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The scores of strongly agree and agree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; The scores of moderate have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale and the score of both disagree and Strongly disagree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of >0.9 implies a significant difference on the impact of the variable among respondents.

#### 4.3.1 Effects of M & E team capacity building on project performance of government projects

The first objective was to examine the effect of monitoring and evaluation capacity building practices on the project performance of government projects in Garissa County in a five-point Likert scale. The results are shown in table 4.6.

**Table 4.6: Monitoring and Evaluation Capacity Building Practices** reduce font size to fit!

M & E Planning process Practices	SA F (%)	Agree F (%)	Moderate F (%)	D F (%)	SD F (%)	Mean	Std Dev. (%)	Total %
Capacity building focuses on M& E for effective project delivery.	29(39.7)	30(41.1)	10(13.7)	4(5.5)	0(0)	1.84	0.30	100
M& E staffs are trained continually on current tools & techniques for M& E.	18(24.7)	26(35.6)	26(35.6)	3(4.1)	0(0)	2.19	0.44	100
Capacity building motivated staff implementing the project.	9(12.3)	43(58.9)	13(17.8)	7(9.6)	1(1.4)	1.85	0.30	100
Capacity building on M & E leads to overall impression towards project innovation and creativity on various.	14(19.2)	43(58.9)	12(16.4)	3(4.1)	1(1.4)	2.09	0.45	100
Capacity building on M & E leads to satisfaction of project participants.	33(45.2)	32(43.8)	2(2.7)	6(8.2)	0(0)	1.74	0.34	100
Deep diving training on M & E leads to efficiency on project delivery in terms of cost reduction	40(54.8)	2(2.7)	10(13.7)	12(16.4)	9(12.3)	2.29	0.24	100
Composite mean and Standard Deviation						2.00	0.345	

Source: Survey data (2023)

The table above presents the that aspects of capacity building practices in Garissa County and how they affect project performance, the respondents indicated that capacity building on monitoring and evaluation ensures delivery of project expectations in terms of cost, time, resource utilization and in compliance with the set standards as shown by a composite mean score of 2.00.

Specifically, the questioned of whether government projects have focus on capacity building on monitoring and evaluation so as to enhance the project delivery, the respondents strong agrees with a mean 1.84. Secondly when the respondents were asked whether in the organizations the monitoring and evaluation staff get continued training on current and emerging themes of monitoring ,the respondents agreed with an average score of 2.19

.Equally,the respondents were also ask to what extend does capacity building on M& E practices had influences the project performance through staff motivation and innovation during the project implementation. The results show that respondents strongly agree with early statement and agree on later with an average of 1.85 and 2.09 respectively. The study also requested the respondents to give their views whether capacity building on monitoring and evaluation influence project performance by accelerating staff satisfaction while implementing the project through reduction of errors and building skills and competency ,the respondents strongly agrees with a mean of 1.74 .Finally, respondents agreed that deep diving training on M & E leads to efficiency on project delivery in terms of cost reduction with a mean score of 2.29 in Garissa County.

### 4.3.2 Effects of M & E M & E planning on project performance of government projects

Project planning is one of the primary functions of project M&E due to very important role in contributing to success of service delivery of the projects. The study therefore sought to examine the level of planning and practices in the practice as a construct of improving the project performance. Table 4.6 presents interesting results on this component of M& E practices.

**Table 4.7: Monitoring and Evaluation Planning Process Practices**

M & E Planning process Practices	SA F (%)	Agree F (%)	Moderate F (%)	DA F (%)	SD F (%)	Mean	Std Dev . (%)	Total %
Resources are allocated for monitoring and evaluation at the initial stage of project design.	28(38)	19(26)	3(4)	20(27)	3(4)	1.16	0.39	100
There is a well detailed and operational M& E work plans	10(14)	20(27)	40(55)	2(3)	1(1)	1.25	0.66	100
Mechanisms to track project performance have been embedded in M& E Plans.	5(7)	25(34)	34(47)	4(5)	5(7)	1.34	0.52	100
M&E planning process supports decision making during project implementation.	5(7)	13(18)	26(36)	24(33)	5(7)	1.57	0.53	100
M& E planning process helps to estimate the associated project monitoring cost.	17(23)	11(15)	30(41)	13(18)	3(4)	1.34	0.44	100
Projects contains M&E Planning frameworks	8(11)	4(5)	40(55)	15(21)	6(8)	1.55	0.64	100
<b>Composite mean and Standard Deviation</b>						<b>1.37</b>	<b>0.53</b>	

Source: Survey Data (, 2023).



The respondents strongly agree that Monitoring and Evaluation Planning Process Practices is part and practice in project management and is geared towards monitoring projects achieve its desired output with a composite mean of 1.37. A cumulative composite mean from the respondents who strongly agreed came from the following statements ;that projects allocate the resources for monitoring and evaluation at the initial stage of project design to ensure project performance(1.16);projects possess well detailed policy of monitoring that operationalize the M& E Plans as a way of ensuring project (1.25);majority of projects have put in place mechanisms to track project performance in their M& E Plans(1.34) ;Respondents also agreed that monitoring and evaluation plans guide the organization in making key decisions to improve the project performance(1.57); respondents also strongly agreed that M& E planning process helps to estimate the associated project monitoring cost and indication of utilizing resources optimally (1.34) and finally it was presented that projects project monitoring and planning is designed in existing framework to improve the project performances at a mean of 1.55

### 4.3.3 Findings on stakeholder participation on performance of government funded developmental projects in Garissa County, Kenya

The third objective of study was to assess the influence of stakeholder participation on performance of government funded developmental projects in Garissa County, Kenya. Various statements on stakeholder participation were rated on a 5-point Likert scale. The mean responses and its standard deviation are presented in Table 4.7.

**Table 4.7: Stakeholder Participation in Monitoring & Evaluation**

Stakeholder Participation	SA F (%)	Agree F (%)	Moderate F (%)	DA F (%)	SD F (%)	Mean	Std Dev	Total %
Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring	40(54.8)	17(23.3)	10(13.7)	4(5.4)	2(2.7)	1.78	0.17	100
Participation of stakeholders reflects the community needs and stimulates people's interest in the implementation of M & E.	39(53.4)	16(21.9)	16(21.9)	1(1.4)	1(1.4)	1.75	0.27	100
It enables the stakeholders to influence the decision making.	31(42.5)	20(27.4)	10(13.7)	5(6.8)	7(9.6)	2.13	0.10	100
Stakeholders feedback is well captured and analyzed for implementation	48(65.8)	5(6.8)	7(9.6)	6(8.2)	7(9.6)	1.89	0.19	100
Stakeholder support in handling grievances that may arise during project implementation	29(39.7)	27(37)	12(16.4)	5(6.8)	0(0)	1.90	0.27	100
Communication strategy is developed to address the flow of information	23(31.5)	19(26)	24(32.9)	4(5.5)	3(4.1)	2.25	0.32	100
<b>Composite mean and Standard Deviation</b>						<b>1.95</b>	<b>0.22</b>	

**Source: Survey Data (2023)**

It was established that the M & E the composite mean was 1.95 implication the respondents agrees that strongly agree that stakeholder involvement plays a critical role in success of the project. Within the county of Garissa, it was demonstrated that the monitoring and evaluation ensure that public participation is done and analyzed as a way of complying with the provision of the constitution.

#### 4.3.4 Findings on on performance of government funded developmental projects in Garissa County, Kenya

The study assessed the status of the performance of government funded projects specifically the government projects in Garissa County. The mean and standard deviation of the Likert scale questions on the same was analyzed and presented in Table 4.8.

**Table 4.8: Project Performance**

Project Performance	SA F (%)	Agree F (%)	Moderate F (%)	D F (%)	SD F (%)	Mean	Std Dev. (%)	Total%
Projects were completed within stipulated time	49(67.1)	16(21.9)	7(9.6)	1(1.4)	0(0)	1.45	0.27	100
Completion of project was as per the approved budget.	43(58.9)	15(20.5)	12(16.4)	2(2.7)	1(1.4)	1.67	0.23	100
Project activities were done as planned and impact is visible	37(50.7)	16(21.9)	4(5.5)	13(17.8)	3(4.1)	2.02	0.22	100
There is community ownership of the implemented projects as a way of enhancing sustainability.	26(35.6)	30(41.1)	5(6.8)	7(9.6)	5(6.8)	2.24	0.23	100
The project observed and complied with the set guidelines, policies & laws	11(15.1)	42(57.5)	10(13.7)	3(4.1)	7(9.6)	2.36	0.41	100
<b>Composite mean and Standard Deviation</b>						<b>1.94</b>	<b>0.27</b>	

Source: Survey Data (2023).

It was established that the majority of respondents strongly agrees that the project are in good performance when they are well monitored and managed with a mean of 1.94. A number of project performance indicators summarized in the table gave a range of strongly agreed to agreed response on whether the projects performances were felt. Each the constructs of the project performance provided an agreement as an indicator of performance that is; time was within agreed timelines (1.45); completed using approved budgets (1.67); implemented activities created impact to livelihood (2.02); the activities of these project was done as planned (2.24); existence of project sustainability and compliance with the laws(2.36). The findings were similar to other studies that document the projects performance to be a factor of project timeline, scope, quality cost, , impact, goals, visibility, donor fulfillment, achievement of targets and project sustainability(Ruwa,2016).

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of findings, conclusion, and recommendations based on the results of the data analysis presented in chapter four. The discussions in the literature review in Chapter two and the methodology described in chapter three are used to give context to these findings and recommendations.

#### 5.2 Discussion of the Findings

The general purpose of this study was to investigate the influence of monitoring and evaluation practices on performance of government of Kenya-funded developmental projects in Garissa County, Kenya. The study also made inference on the research hypotheses that; M & E team capacity building, M & E planning and stakeholder participation have significant effect on the performance of government of Kenya-funded developmental projects in Garissa.

##### 5.2.1 Effect of M & E team capacity building on project performance of government projects

The first objective was to determine the effect of M & E team capacity building project performance of government projects. The results indicated that respondents agree that capacity building of the M& E has an effect on the government project in Garissa County. These results are supported by Vanhove, Rochette, & de Bisthoven, (2017) capacity building on project monitoring matters delivery successful projects. Furthermore, it involves getting the relevant skills and competency needed to solve problems during the project implementation in government set up (Karimi, Mulwa, & Kyalo, 2021). Again, the findings support the existing literature that suggest that capacity building on monitoring and evaluation improves the performances by sorting out project implementation challenges such as inefficiency, lack of equipping project participants with relevant skills needed to implement the project and addressing gaps relating with insufficient know how of project support such as the extend of financial support (Mohamednoor ,2017) . Capacity building also detailed a clear understanding on the key determinants that are required to monitor a project to its success, such factors to be capacity build on are project time, money, and skills which are crucial s in the effective implementation of M&E(Nabulu ,2015).

When project managers enhance the training on effective monitoring tools the project objective will be achieved through provision of much needed technical capacity, justification of funds allocation and creating an enabling environment for public involvement and effective stakeholder participation (Callistus, & Clinton, 2018). The findings also supports Kamau, & Mohamed, (2015), who pointed out that when the project team are trained with requisite skills specifically on monitoring and evaluation it contribute to project success by ensuring that the project resources are well utilized within specified time and the project indicators can be measured easily.

The study agrees with Danquah *et. al.*(2023) & Abdi, 2020), who also contributed on the importance of the capacity building and efficiency of project implementation. In the study a number of crucial lessons documented; that capacity building is a technical process that needs to be factored in the project design; this process must be continuous; this process prepares project managers for change and uncertainty; the process addresses complex organizational politics that could affect the project implementation and that the action learning strategies should be developed and involve all managers and staff for the project success among others.

In addition, the results resemble the findings of Wongtschowski, Oonk, & Mur,(2016) who established that capacity building on monitoring and evaluation is beneficial because it brings better project transparency and accountability because the organization will be able to track, analyze and report to shareholders who gives them more inputs to improve on the project performance. With the availability of the monitoring and evaluation information stakeholders will contribute positively to the success of the project. Again, the project cycle never go perfectly thus requires a well-functioning monitoring and evaluation systems that catches up the project problems early by tracking a deviation from the project's scope, assist in coming up of intervention and strategies that sorts out project problems (Njeru & Luketero,2018 & Kabeyi, 2019). The study also supports that having well trained staff on monitoring and evaluation its beneficial in making in making sustainable decisions as postulated by Persaud, & Dagher, (2021).

## **5.2.2 Effect of M & E planning process on project performance of government projects**

The respondents strongly agree that Monitoring and Evaluation Planning Process Practices is part and practice in project management and is geared towards monitoring projects achieve its desired success. This result supports the findings of Honadle, (2018) and Chambers, Pintello, & Juliano-Bult, (2020) who postulated that capacity building in public sector project is a major milestone because it monitors major issues relating to the project implementation such as project governance, funds management, service delivery and organization development issue. He added that such initiatives improve the ability of staff in developing frameworks that support monitoring process geared at enhancing successful implementation of the project by documenting relevant success stories. Monitoring and evaluation capacity building ensure that organizational capability to successfully undertake a project actions within intended period an exercise that will affect both directly and indirectly its long-term a growth and development (Vanhove, Rochette, & de Bisthoven, 2017; Karimi, Mulwa, & Kyalo, 2021)

Secondly, from this study, the finding support Callistus, & Clinton, (2018), who pointed out that monitoring and evaluation plans addresses the challenges relating lack or inadequate funds allocations; brings on board stakeholders to share insights on possible project challenges, ways of solving project conflicts, seeking their inputs to accelerate project kick starting and empowering them to continuously plan to monitor the project progress.

As Madueke, & Thurmaier (2022), noted that one way of making the monitoring works is for the organization to have comprehensive strategic/operational monitoring plans to enhance project performance. This is because such monitoring and evaluation plans guides on organizational resource allocation that promotes the efficiency and effectiveness of the project especially in resource utilization, this plans states that the project allocates funds for monitoring and evaluation at its initial stages of planning.

Again the study agrees with Rehman, (2020) who noted that for as leaders prepare the organizational plans they should also include the monitoring plans as a means of ensuring the project success in the government. Monitoring Planning process will help to determine the project



success factors and indicators thus bringing high influences on success of the construction government projects (Barajei *et.al*, 2019). Additionally, these results concur to that of Viajar *et.al*, (2022) who argued that during the programs planning for local government monitoring plans should be factored this will inform the project intervention tracking and that will bring meaningful project impact to communities. Furthermore Vanhove *et al.*, (2017) argued that organizations plans should always provide resources to enable monitoring department develop their plans as a way of promoting efficient monitoring of the projects thus leading to desired results of the projects.

Moreover, the findings supports the study done by Kissi *et.al*, (2019) ,they documented that agrees the M& E planning process had a positive significant effect on project performance in Ghana and they encouraged African countries to adopt these approach as a way of increasing the productivity and accelerate the rate of successful of government project delivery.

### **5.2.3 Effect of M & E Stakeholder participation on project performance of government projects**

The final objective was to established wether M & E stakeholder participation had a effects on the performance of the government project the results presented shows that stakeholder involvement plays a critical role in success of the project.

The stakeholder engagement in government projects is a fundamental requirement as a way of improving performance through the cost reduction engineered by project management through cost share with some stakeholders who have high stakes in the project for example some stakeholders may offer monitoring and oversight for free because they know the project will benefit the in long term as suggested by Bruggen, Nikolic & Kwakkel. (2019) and Callistus, & Clinton, (2018). Stakeholder analysis and documentation enables the project management is effectively assessed to discover the project details including pathways, benefits, roles and intended purposes. Basically, the study agrees with these findings by noted that a project manager needs to identify and classify public participants and stakeholders and address their concerns according to the expected project effects (Onchoke,2013).

Elias (2015) established that active involvement of stakeholders in monitoring and evaluation strengthen the project learning, this will bring the desired project change at both institutional level and community. The respondent in this study agrees that the stakeholder participation helps in making useful decisions that are helpful to the project sustainability. The success of is brought about by the enhanced participation of members of public in the M&E activities which are geared at accelerating negotiation and agreement that leads to acceptable decision of the project implementation. Karimi, Mulwa, & Kyalo, (2021), urged that government encourages project to embrace a stakeholders' participation in M&E as a way of enabling effective assessment of projects from multiple perspectives to open up to unknown project opportunities.

The study agrees with Gathoni, & Ngugi, (2016), they found that Stakeholders' Participation in influences the project execution and ultimate performance thus recommending that project managers must apply community engagement approach and support of local capacities during the programme cycle. Local communities where the project is located should be directly involved in identification of their own needs, own solution, defining the objectives of the programme, they should craft their own strategies for implementing the project activities as well as monitoring and evaluating activities.

These findings are in agreement to Bahadorestani, Naderpajouh & Sadiq (2020), in their submission they lauded the role played by stakeholder in minimizing conflicts during project implementation as a way of ensuring project sustainability. The coherent views of the stakeholder engagement is very important in arresting project challenges through modeling forms such as preventative, instrumental and nominal forms will lead to project transformation towards success as suggested by van Bruggen, Nikolic & Kwakkel. (2019).

The study adds to the works of Aldunce, Beilin, Handmer, & Howden, (2021) ,the scholars asserted that stakeholder participation being a guaranteed provision in the laws of Kenya is beneficial due to a number of reasons ;when stakeholders participate in a project monitoring they facilitate smoother implementation and oversight; the practice minimizes the social conflicts of interest that may arise during the project implementation; it helps getting accurate results of the project and it helps in creation of means to address the project concern.

### **5.3 Summary of Main Findings**

In summary the findings shows that monitoring and evaluation practices had an effect of on performance of government of kenya-funded developmental projects in a Garissa County cancer Centre. First and foremost, capacity building of the M& E practices presented an effect on the government project performance, Equally, the study summarizes that monitoring and evaluation planning process Practices play a critical role on project performance and finallythe study documents that M & E stakeholder participation had a effects on the performance of the government project

### **5.4 Conclusion**

The study indicated that M & E team capacity building had an effect on with performance of government funded developmental projects in Garissa County, Kenya. The findings imply that capacity building on monitoring and evaluation are very critical in project management since it will identify the staff strengths, performance needs and impact the specific skills; attitude and knowledge to assist staff deliver on the project objectives. It is therefore importance for project managers to build capacity on monitoring and evaluation because it is associated with the following benefits: that the process helps effective resource utilization, identification and solving project problems, informed decision making, enhances transparency and accountability and encouraging innovation and motivation among others.

Secondly, the study concludes that M & E M & E planning has effect on the performance of government projects. In line with other existing literature the planning improves the project performance through, assigning required resources, risk identification and management, clear definition of project scope and deliverables and establishing the progress guidelines. Having such monitoring plans in place ensure proper execution of project tasks, work and results of project collaborators.

In addition, the findings revealed that stakeholder participation in monitoring and evaluation contributes to an improvement in project performance. The higher the stakeholder involvement, the more significant are the benefits to be gained by project managers, administrators, participants and

donors. The implication is that when stakeholder participate in monitoring and evaluation the higher the success rate of the project. This is made possible from the inputs by stakeholders in terms of resources, ideas, information strategies and ownership that promote the success of the government projects.

## **5.4 Recommendations**

### **5.4.1 Policy Recommendations**

There was a need to put more intervention on the policies that brings together various stakeholders on board. This could be done through the integration of both virtual and physical meetings and increase the frequency of stakeholders meetings. Partners who have experience in managing stakeholders can also be involved especially community-based organization who play a critical role in sensitization of stakeholders.

### **5.4.2 Practice Recommendations**

First we recommend that before or while making project decisions, managers can ensure that all stakeholders views are incorporated for project ownership and future sustainability. Secondly, managers should consider that staff handling project implementation are trained on continuous basis to enhance project performance. Finally, the study recommends effective development of monitoring plans to ensure that the project is delivers its objective.

## **5.5 Suggestions for Further Studies**

The study's primary objective was to establish the effects of M & E practices and project performance of government projects in Garissa County. The study paves the way for further studies on the impact of M & E practices on other dimensions of performance, such as the risk levels, efficiency and financial performance. Future scholars could also study the increased sample by extending to more than one county and country to assess each county project performance separately. In addition, there is a need to include non-governmental projects to have larger sample to avoid gaps on generalization on project performance. Future research might consider examining the impact of moderating roles of other variables on the link between monitoring practices and project performance such as size of the project, tenure of the project, risk levels of the projects or even project governance structure. Finally, future studies may consider how other constructs of

monitoring and evaluation practices such as the post monitoring practices, and financial monitoring practices may influence the association between M & E practices and project performance of projects.

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## APPENDICES

### Appendix I: Introduction Letter

Serial no: .....

**Dear respondent,**

I am Katra Nyaga, a student of Africa Nazarene University undertaking a Master's Degree in Monitoring and Evaluation. I am carrying out academic research on **MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF GOVERNMENT FUNDED DEVELOPMENTAL PROJECTS: CASE OF GARISSA COUNTY CANCER CENTRE.**

I am requesting you to help in the research by filling of this questionnaire to provide me with the research information. You may be sure that the data put together will be handled with discretion and used exclusively for educational reasons. Thanks in advance for being willing to assist me by contributing to this research.

**Please tick the box provided**

I agree to take part in the filling of this questionnaire [ ]

**Respondent's Signature:** ..... **Date:** .....



## Appendix II: Questionnaire

### Section I: General Information

#### 1. Please indicate highest certificate achieved

Masters [            ]

Degree [            ]

Diploma [            ]

Certificate [            ]

#### 2. Please state your work experience

Less than 3 years [            ]

4-10 [            ]

More than 10 years [            ]

### Section II: M & E Capacity Building

3. This section seeks to find out whether there is M & E capacity building in implementation of government funded projects. Please show your level of agreement with these statements. Tick (✓) where appropriate using a scale of 1 = Strongly agree, 2 = Agree, 3 = Moderate, 4 = Disagree and 5 = Strongly Disagree

Statements	1	2	3	4	5
Capacity building focuses on M& E for effective project delivery.					
M& E staffs are trained continually on current tools & techniques for M& E.					
Capacity building motivated staff implementing the project.					
Capacity building on M & E leads to overall impression towards project innovation and creativity on various.					
Capacity building on M & E leads to satisfaction of project participants.					

Deep diving training on M & E leads to efficiency on project delivery in terms of cost reduction					
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**4. How frequently does the M & E unit conduct training of its team to build their capacity?**

Weekly [            ]

Fortnight [            ]

Monthly [            ]

Quarterly [            ]

Semi-annually [            ]

Annually [            ]

**Section III: M & E Planning**

**5. This section investigates whether M&E planning is used in the execution of government-funded projects. Kindly show the degree of agreement with these statements. Tick (✓) where appropriate using a scale of 1 = Strongly agree, 2 = Agree, 3 = Moderate, 4 = Disagree and 5 = Strongly Disagree**

Statements	1	2	3	4	5
Resources are allocated for monitoring and evaluation at the initial stage of project design.					
There is a well detailed and operational M& E work plans					
Mechanisms to track project performance have been embedded in M& E Plans.					
M&E planning process supports decision making during project implementation.					
M& E planning process helps to estimate the associated project monitoring cost.					
Projects contains M&E contains planning framework					

**6. How often is are M & E planning meetings conducted in the county government?**

Never [ ]

Rarely [ ]

Often [ ]

Very Often [ ]

**Section IV: Stakeholder Participation**

**7. This section seeks to find out whether there is stakeholder participation in carrying out of government funded projects. Kindly show the degree of agreement with these statements. Tick (✓) where appropriate using a scale of 1 = Strongly agree, 2 = Agree, 3 = Moderate, 4 = Disagree and 5 = Strongly Disagree**

Statements	1	2	3	4	5
Stakeholder analysis is done to ensure all the stakeholders are involved in project monitoring					
Participation of stakeholders reflects the community needs and stimulates people's interest in the implementation of M & E.					
It enables the stakeholders to influence the decision making					
Stakeholders feedback is well captured and analyzed for implementation					
Stakeholder support in handling grievances that may arise during project implementation					
Communication strategy is developed to address the flow of information					

**8. How often is there stakeholder participation in the M & E planning phase?**

Never [ ]

Rarely [ ]

Often [ ]

Very Often [ ]

**Section IV: Performance of Government Funded Projects**

**9. This section investigates the effectiveness of government-funded initiatives in the county, particularly the cancer center. Please show the degree to which you agree with these statements. Tick (✓) where appropriate using a scale of 1 = Strongly agree, 2 = Agree, 3 = Moderate, 4 = Disagree and 5 = Strongly Disagree**

Statement	1	2	3	4	5
The scope of activities involving construction of the cancer center were well defined					
The various phases involving construction of the cancer center were completed within time without overruns					
The various phases involving construction of the cancer center were completed within quality specifications					
The various phases involving construction of the cancer center were completed within the allocated Budget without overruns					

