MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF DEVELOPMENT PROJECTS IN KENYA: A CASE OF KENYA YOUTH EMPLOYMENT AND OPPORTUNITIES PROJECT

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A Thesis Research Project Submitted in Partial Fulfilment of the Requirement for the Award of the Degree of Master of Arts in Monitoring and Evaluation in the School of Business of Africa Nazarene University

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DECLARATION

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

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This research project is conducted under our supervision and is submitted with our approval as university supervisors.

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Dr. Samson Machuka

DEDICATION

This project is dedicated to my loving parents Mr. Rufus Kinuthia and Mary Wangeci

ACKNOWLEDGEMENT

I take this opportunity to thank God for his grace throughout this journey as I wrote this project. I am deeply obliged for the assistance I received from my supervisors Dr Wanjiru Nderitu and Dr Samson Machuka who helped me immensely in putting this proposal together in an organized manner for their academic guidance and support. I also acknowledge my lectures in the school of business at African Nazarene University who took me though the course work, I will forever be grateful. Am also grateful to my parents who did not only nurture and raised me but also sacrificed a lot to make sure I was educated and gained intellectual knowledge. I am indebted to my dear husband Solomon Gikundi for encouragement, moral support and prayers, and our lovely children Jeremy Murithi, Victoria Kendi and Trevor Munene for their understanding when I had to sacrifice valuable family time while writing this project. Moreover, I received massive support from KYEOP co-ordination Unit staff who were always willing to offer me information for making this proposal a success special thanks to Rapheal Koome Gikundi for the help he accorded me as I wrote this project. Last but not least I acknowledge my classmates who really challenged and the knowledge transfer from each other it was indeed great.

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ABSTRACT

Most countries especially in Africa have many development projects in an attempt to improve the living standards of its citizen. Huge sums of funds have been put into this activity and it is important to get value for money. However, many projects managers do not understand the importance of monitoring and evaluation in successful implementation of projects. The goal of this study was to explore monitoring and Evaluation practices on performance of development projects, precisely to establish influence monitoring and evaluation planning, budgeting and capacity building have on the outcomes of projects. The study was anchored on the theory of change and stakeholder analysis theory. Descriptive research design was applied, target population comprised 290 staff of KYEOP and its implementing agencies, stratified random sampling was adopted and a sample size of 167 staff selected, Yamane formula was applied to determine the sample size. Primary data was collected using a structured questionnaire with a pilot conducted in NITA being one of the implementing agencies to pre-test the validity and reliability of the instruments. Data was analyzed using statistical package for social sciences (SPSS) version 26. Regression, correlation analysis and ANOVA were used to determine the relationship between study variables. All the three independent variables; Planning, budgeting and capacity building affect performance of development projects at KYEOP. Statistical analysis results demonstrated that the three variables significantly affect performance of development projects and strengthening them provides opportunity for improved performance and outcomes of development projects at KYEOP. Results from the Pearson Chi-square statistic at 5% level of significance pointed to lack of sufficient evidence to support the null hypothesis for study objective one; there is no significant relationship between capacity building and performance of development projects at KYEOP (0.002); The Pearson Chi-square statistics at 5% level of significance resulted to sufficient evidence to support the null hypotheses for objective two (0.258) and object three (0.112) of the study. Further research is required to illuminate in dynamics and aspects of budgeting and capacity building in relation to project performance. Further research is required to explore the contribution of other tenets and elements of monitoring and evaluation including data use, data and reporting, organizational learning and monitoring of standards and procedures. Investigating how key stakeholders including the youth are involved in the planning process of development projects is necessary. There is need to institutionalize regular and continuous monitoring in development projects to enhance completion time.

DEFINITION OF TERMS

Monitoring: Refers to the process of gathering information about a program or a project. This process includes collecting data, monitoring progress, and tracking key performance indicators.

Evaluation: Refers to the process of assessing the effectiveness of a program or a project. This process involves the collection, analysis, and interpretation of data.

Project: Refers to a set of tasks that must be completed within a defined timeline to accomplish a specific set of goals.

Performance: This is defined as the level of achievement or effectiveness in carrying out a task, action, or function.

Planning: Refers to the process of goal setting, strategy development, highlighting implementation arrangements as well as resource allocation to achieve those goals.

Capacity Building: Refers to process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently.

Coordination of: Refers to writing proposals, designing programs, and developing frameworks, compiling

Activities action plans, collecting data, writing reports and maintaining information systems by carrying out monitoring

Setting of: These are strategies, methodologies, targets, due dates towards accomplishment of goals

objectives

Roles and **:** Breakdown of duties to done by different personal within an organization.

Responsibility

Budgetary control : Refers to systematic process of planning, monitoring and controlling financial resources.

Budgetary allocation **:** Refers a percentage of project resources allocated to M&E activities.

Timely: disbursement : Refers to punctual distribution of funds according to a predetermined schedule.

ABBREVIATIONS AND ACRONYMS

ECB	: Evaluation Capacity Building ECB
ICT	: Information and Communications Technology
KYEOP	: Kenya Youth Employment and Opportunities Project
M&E	: Monitoring and Evaluation
MSEA	: Micro and Small Enterprise Authority
NITA	: National Industrial Training Authority
SMEs	: Small and Medium size Enterprises

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter covers the background of the study, the problem statement, the study objectives, hypotheses, significance, scope, delimitations, limitations, and conceptual framework. This research's main objective is to determine the influence of monitoring and evaluation practices on the performance of the development projects in Kenya. It will focus on three elements of monitoring and evaluation practices: monitoring and evaluation planning, budgeting and capacity building.

1.2 Background of the Study

A project is a set of activities with a start and end point whose results is the achievement of a unique outcome with limited resources (Hubbard, 2021). When a project accomplishes its predetermined objectives, such as meeting the client's expectations and producing quality through measures that have been found to match those needs, it can be considered successful (Kabeyi, 2019). A crucial phase of the project lifecycle and excellent management technique is monitoring and Evaluation (Kerubo, 2021). Project managers can use monitoring and evaluation frameworks to determine whether execution is proceeding according to plan and whether corrective action is necessary to alter project execution strategies. Since most community development projects are not finished on time, monitoring and evaluation of these initiatives is ineffective.

1.2.1 Project Performance

Performance is extent to which development Projects achieve their intended goals & objectives it is correlated with the attainment of goals in terms of satisfying technical requirements and guaranteeing client satisfaction (Anandajayasekeram and Gebremedhin, 2019).Long-term business success is impacted by effective project management, which helps the organization achieve its goals for profits and revenues as well as competitive advantages, improved brand recognition, and increased market share. A project is considered to be performing well if its scope is covered on time, within budget, and with the goals it has set. Good performance is typically a result of effective M&E practices. By recording lessons learned during project implementation and

applying them to future project planning and execution, or by exchanging experiences with other implementers, it fosters organizational learning and offers a way to demonstrate accountability and transparency to stakeholders.

Numerous performance metrics are used to quantify and evaluate the success of projects. These metrics may be related to a number of factors, such as time, customer approval and modifications, the firm's performance, cost, health and safety, and quality. In order to give guidance to the project activities and keep everyone focused in the same direction, the benchmarks for monitoring project success are established at the project beginning stage. Differences in viewpoint, priorities, and goals will prevent the project from succeeding.

1.2.2 Monitoring and Evaluation

In global efforts to achieve financial and social management, monitoring and evaluation (M&E) has become an unavoidably crucial tool (Wambua, 2019). Supportability criteria and indicators for M&E are crucial at both national and international levels for describing, tracking, and giving information about natural, financial, and social patterns, tracking progress toward goals, and influencing policies and procedures (Ebi, Boyer, Bowen, Frumkin, & Hess, 2018). Monitoring and evaluation (M&E) enable project participants to assess whether progress is being made in line with their goals. According to Muindi (2018), M&E practices are an essential component of the project cycle. By implementing practices like hiring qualified M&E personnel, training staff members on a regular basis, and using technology to collect data, M&E practices help to increase project management, project implementation, and productivity.

A crucial phase of the project lifecycle and an excellent management technique is monitoring and evaluation (Kusek, 2010). Practices for monitoring and evaluating projects and programs make sure that the results at the levels of impact, outcome, output, process, and input can be measured. This provides a framework for accountability and helps with the formulation of well-informed decisions at the program and policy levels. Even though implementing monitoring and evaluation procedures requires significant financial, temporal, and human resource implications, they are essential for projects to succeed and should not be disregarded at the outset. Effective planning, decision-making, budgeting, and policy-making have all benefited from the application of M&E practices, which yield useful data (Ochieng, Chepkuto, Tubey, & Kuto, 2017). For many development and humanitarian organizations, monitoring and evaluation (M&E) has emerged as a top priority.

Recent years have seen advancements in methods for measuring progress and project impact on development matters, including indicators and targets, performance monitoring, management for results (impact), and measurement methodologies. Since project monitoring and evaluation increase overall efficiency, many initiatives are launched with the express purpose of improving the socio-political and economic circumstances of the local populace.

1.2.2.1 Planning Mechanisms

Making and assessing each set of connected decisions is the process of planning (Kabeyi, 2019). Effective planning has been shown to result in projects that successfully use all three project parameters time, money, and quality (Kadel, Ahmad, & Bhattarai, 2021). The success of Monitoring and Evaluation (M&E) is largely contingent upon preparation. Effective planning at the outset of a project makes M&E exercises considerably simpler to organize and carry out. However, if a project has not been adequately planned from the beginning, it may be exceedingly challenging to monitor and evaluate (Hussein & Minja, 2019).

Planning mechanisms was cited by Kerzner (2019) as a tenable reason for the success of development initiatives, arguing that efficient planning allowed them to achieve their goals. If the planning, execution, and monitoring processes are well-thought-out and take appropriate technical and financial concerns into account, they can address a variety of intrinsic obstacles, such as conceptual disagreements about the projects. In order for M&E to be successfully carried out in any project, all project ideas need to be reviewed by specialists, provided a variety of resources, and then reevaluated for feasibility (Kabeyi, 2019).

1.2.2.2 Budgeting Measures

Budgeting is a method of allocating resources that aims to optimize capital spending, it is the process of developing, implementing and enacting decisions into predictable financial plans. Assuring the effective use of an organization's resources and control system is made possible in large part by the budgeting process, which also helps with goal-setting and the creation of plans and policies (Mbogo & Mirara, 2022). Incorporating individuals responsible for the M&E department into the budgeting process enhances the likelihood of ownership. Based on (Njeru 2022) research on the relationship between performance and budgeting, it is important to clearly define a separate budget inside the overall project budget for high-priority issues like tracking budgets.

While an itemized project budget is essential, greater focus needs to be placed on how the monitoring and evaluation (M&E) money is actually allocated and prioritized in order to assess project performance. (Njeru 2022) state that projects continue to be defined by subpar performance even in the face of budget-related performance-based developments. Thus, questions about whether allocating funds for M&E improves project performance have surfaced. Despite the growing body of knowledge regarding the impacts of cost-related project implementation issues, project failure is still observed.

Sufficient financial allocation is considered a necessary component for the effective execution of monitoring and evaluation (Mbogo & Mirara, 2022). In order to attain the intended outcomes, budgetary planning, management, and control of the same resources are involved in the allocation of financial resources for monitoring and evaluation. Incorporating individuals responsible for the M&E department into the budgeting process enhances the likelihood of ownership. Based on research on the relationship between performance and budgeting, it is important to clearly define a separate budget inside the overall project budget for high-priority issues like tracking budgets.

While an itemized project budget is essential, greater focus needs to be placed on how the monitoring and evaluation (M&E) money is actually allocated and prioritized in order to assess project performance. (Nzekwe, Oladejo, and Emoh 2015) state that projects continue to be defined by subpar performance even in the face of budget-related performance-based developments. Thus, questions about whether allocating funds for M&E improves project performance have surfaced. Despite the growing body of knowledge regarding the impacts of cost-related project implementation issues, project failure is still observed.

1.2.2.3 Capacity Building and Training

Capacity building, is the process of making an individual, group, organization, or system more capable of achieving goals or operating at a higher level (James, 2018). Additionally, it points to the procedure that converts resources into performances. Capacity building, is thought to be essential to the success of any project activity. Enhancing the skill set that each stakeholder has is the fundamental component of capacity building. This kind of practice might be informal, involving on-the-job training, or formal, involving an official, organized training program that is likely conducted in a different setting.

Evaluation Capacity Building (ECB) is the process of creating and putting into practice instructional and learning strategies that assist individuals, teams, and organizations in understanding the elements of professional, practical, and successful evaluation practice. Stakeholders' abilities to commission, plan, implement, analyze, and apply assessment outcomes are being strengthened (Toderaș & Stăvaru, 2015). Given the significance of monitoring and evaluation, ECB in any project makes sense since, in the event that staff capacity is inadequate, the staff members may not be able to obtain reliable data from M&E procedures. Any choice based on such information would be deceptive, may result in the failure of the project, or negatively affect the sustainability of the project. Thus, evaluation capacity building, aims to provide staff members with the knowledge and abilities needed to conduct M&E activities successfully and to create an environment that is conducive to M&E (Morkel & Ramasobama, 2017).

1.2.3 Kenya Youth Employment and Opportunities Project (KYEOP)

KYEOP is a transformational program that strives to empower and enhance the well-being of Kenyan youth by providing them with requisite skills, internship, and business grants. This is a Kenyan government-led initiative is being carried out in four components as stated; support for job creation, improving youth employability, improving labour market information and strengthening youth policy development and project management, the project is funded by the World Bank Group, is working to boost employment and earnings opportunities for targeted youth.

KYEOP continue to leave a mark in the lives of many youths in the country by providing them with the necessary skills required in the job market such as artisan, plumbing, tailoring, masonry, agriculture, beauty and business management skills. The project began in May 2016 and was completed in August 2023. The project is implemented by multiple government agencies, including the Ministry of Public Service, Youth and Gender Affairs, and the Ministry of Industry, Trade, and Cooperatives. By enhancing skills, promoting entrepreneurship, and facilitating access to job opportunities. KYEOP aims to reduce youth unemployment, stimulate economic growth, and improve the socio-economic status of young Kenyans. Through these comprehensive measures, the project targets the empowerment of youth, driving inclusive and sustainable development in Kenya.

1.3 Statement of the Problem

The rate of project failure in the world is alarming and in most developing countries Kenya included, Monitoring and evaluation is viewed as a donor requirement and not a management requirement (Kanyamunaet al., 2019). Additionally, a common worry among project managers is the high number of project failure during implementation phase (Crawford & Bryce, 2017). Up to 70% of projects fail to meet their goals according to (Pinto and Mantel, 2020). Due to poorly executed projects, anticipated benefits are either never realized or only partially achieved. Kogi (2018) alludes that Kenyan Government projects need monitoring and evaluation practices to be carried out successfully.

Sumba, (2020) noted that monitoring and evaluation practices are crucial for the successful implementation and performance of development projects in Kenya. However, emphasis was on the fact that M&E practices are often lacking or ineffective in many development projects in Kenya. On the other hand, Galgallo, (2019) clearly highlighted that at county levels there are weak M& E baseline surveys and planning, which hinders proper project design and implementation, limited management participation and technical expertise in M&E , reducing its effectiveness. In summary, noted that these challenges are particularly prevalent in County Level infrastracture development projects and national government water/sanitation projects in Kenya.

The reality is that, M& E practices in Kenya Youth Employment project may fall short of the deal scenario. The current situation might include the challenges such as incomplete M&E frameworks, limited skills and capacity, irregular data, basic analysis and weak feedback mechanisms. By addressing these challenges and working towards the ideal M&E practices, the performance and impact of the Kenya Youth Employment Projects can be significantly enhanced. In this case, the study seek to fill these gap.

1.4 Purpose of the Study

The purpose of a study refers to a clear and concise statement that outlines the specific goals, objectives, and intent of the research (Pandey & Pandey, 2021). The purpose of the study is to determine the existing relationship between M&E practices and the achievement of project goals such as job creation, skills development, and youth empowerment. Further, the study seek to establish the extent to which M&E contributes to meeting project targets, what are the observed benefits or drawbacks of current M&E practices.

1.5 General Objective

The study general objective was to assess monitoring and evaluation practices and performance of development projects in Kenya; a case of Kenya Youth Employment Projects.

1.5.1 Specific Objectives

The study was guided by the following specific objectives;

i. To determine the influence of planning on project performance of development projects in Kenya
ii. To examine the influence of budgeting on project performance of development projects in Kenya
iii. To assess the influence of capacity building on the project performance of development projects in Kenya

1.6 Research Hypothesis

This study sought to rest the following hypothesis

H_{01}: There is no significant relationship between planning and project performance of development projects in Kenya

H_{02}: There is no significant relationship between budgeting and project performance of development projects in Kenya

H_{03}: There is no significant relationship between capacity building and project performance of development projects in Kenya

1.7 Significance of the Study

This research's findings may be of benefit to KYEOP in zeroing down on the most effective methods of monitoring and evaluation for future projects. Possible game-changer for how quickly projects are completed. This research would also help them improve the performance of the many projects they would implement in future.

Donors benefited from the study's findings because they were able to learn how projects in Kenya are monitored and evaluated. The donor community identified any inadequacies in their monitoring and evaluation methods and establish reasonable outcomes based on their influence over the projects' management. Donors could also enhance their risk-reduction strategies.

Stakeholders benefitted from the study since it showed them how to avoid common pitfalls when establishing and implementing monitoring and evaluation systems. The results of this study may be used by those involved in project management, both inside and outside the organization, to assess the efficacy of current monitoring and evaluation practices in helping the project reach its performance goals. This knowledge may also be used by strategic managers to better tailor project goals and approaches.

1.8 Scope of the Study

The scope of the study on monitoring and evaluation (M&E) practices and their impact on the performance of development projects, specifically focusing on the Kenya Youth Employment Projects. Ideally, the study seek to offer insight by providing a comprehensive understanding of how M&E practices affect performance of development projects, using the Kenya Youth Employment Project as a case study.

1.9 Delimitation of the Study

This study was be conducted in KYEOP Kenya. The study focused on examining the effects of monitoring and evaluation practices on the performance of KYEOP project. The independent variables comprised of monitoring and evaluation planning, capacity building and budgeting. The target population of the study comprised of 2 employees working in KYEOP and the implementing agencies.

1.10 Limitations of the Study

The study may encounter certain difficulties, such as potential respondent reluctance to disclose information. The outcomes are derived from the positions occupied by the individuals who provided responses. Consequently, the researcher provided an introductory letter issued by the university, thereby assuring the respondents that the data collected would be only utilized for academic endeavors. One further obstacle that may arise is the potential for a delay in the response to the questionnaires by certain members of the workforce. In this context, the researcher established preliminary arrangements to ensure the timely delivery of research instruments to the participants, hence minimizing disruptions to their work schedules. Additionally, the respondents were granted a period of 2 weeks to provide their responses to the questionnaires.

1.11 Assumptions of the Study

Over the course of the study, the researcher expects that there will be no any notable changes to the target group. Additionally, the researcher believes that the respondents will provide honest and impartial answers. Another key assumption is that the study variables i.e., monitoring and evaluation planning, capacity building and budgeting significantly influence the performance of the development projects in Kenya.

1.12 Theoretical Framework

The study was guided by the two theories that are relevant in this study. The theories include: - The theory of change and the stakeholder analysis theory.

1.12.1 The Theory of Change

This theory was developed by Carol Weiss in 1995; in her work ‘Nothing is a good as good theory’ it explains how an intervention works ((Kanyamuna & Phiri, 2019)). It generates knowledge whether a project is effective and explains how and what methods employ to be efficient. It aims to provide which direction a project should take and the goals it wants to achieve. The theory explains the best approaches to follow to implement intervention measures based on the available evidences. Monitoring and evaluation test and refines the road map while communication helps in reaching the destination by helping to bring about change (Rice, et al., 2020)

Theory of change is often used in strategic planning by management and decision making as a project or program developers (Belcher et al., 2019)). It can also disclose what should be reviewed, when, and how, so that

projects and programs can be evaluated effectively. Managers can utilize feedback to tweak what they are doing and how they are doing it for or to the best results. This theory will significantly help in the monitoring and evaluation of the development projects in Kenya.

1.12.2 The Stakeholder Analysis Theory

The concept of stakeholder is credited to Edward freeman, a professor of business administration at the university of Virginia and author of strategic management. A stakeholder Approach, published in 1984. Freeman maintained that companies ought to take other stakeholders wants and interest into account in addition to achieving shareholder value. Other academics and professionals who expanded on the concept of stakeholder theory included Thomas Donaldson, who emphasized the moral and ethical aspects of the theory, and Archie Carrol, who put forth a framework for the corporate social responsibility that included stakeholder theory (Freeman, 2020).

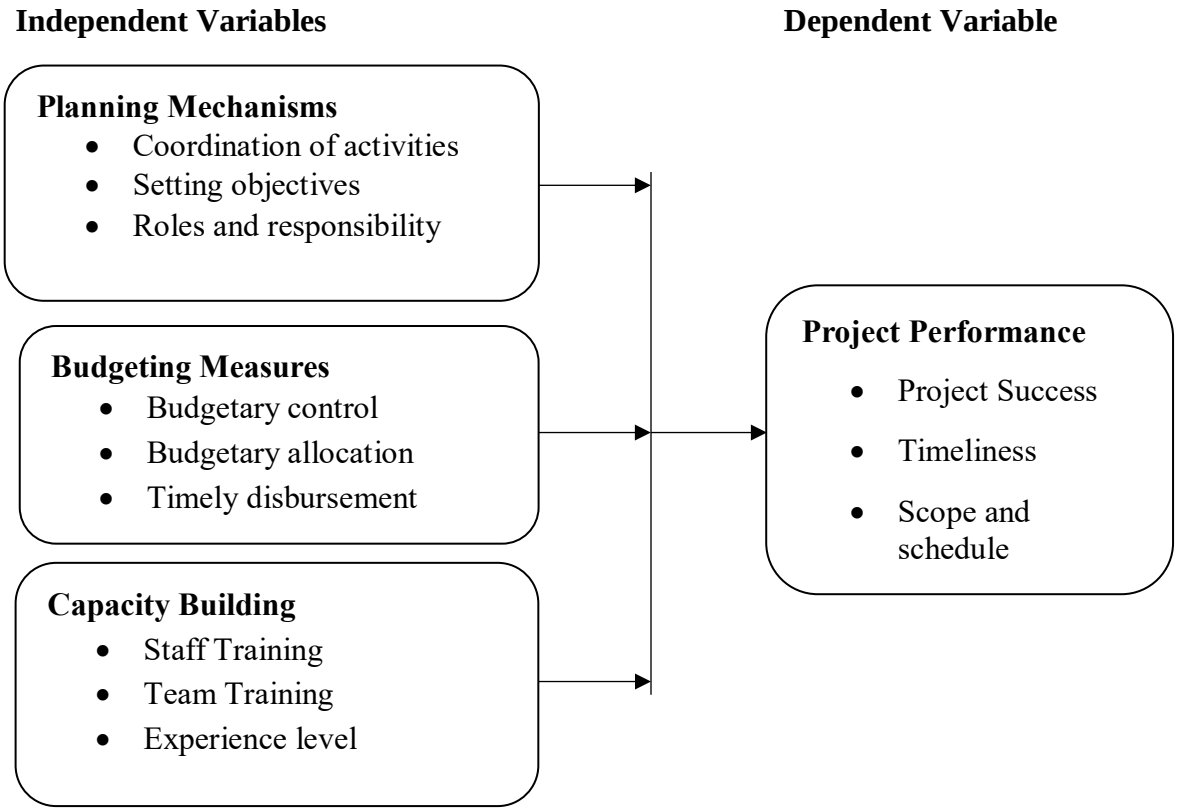
The theory argues that businesses need to consider all the parties affected by its operations including shareholders, customers, suppliers, employees, neighboring communities, vendors, competitors, community groups, local ecology, and government agencies (Armitage et al., 2019). The theory believes that some of the stakeholders including employees, suppliers, and customers play a critical role in the company's development and growth.

This study considered the Stakeholders Analysis Theory due to its relevance in the topic. KYEOP primary aim is to reduce the youth unemployment gap in Kenya through provision of training services, paid internship, and grants for youths aged 29 years and below in Kenya. The primary stakeholders in the project are the youths who are the beneficiaries of the program. Other key stakeholders include the Government of Kenya and the World Bank.

It is necessary to conduct M&E on the program to establish the challenges that it has faced and the possible changes that should occur to make it more effective. The youths who have been the greatest beneficiaries of the program can channel their views during the evaluation to establish if the program has been effective. Besides, the stakeholders' analysis will reveal if the program has been a failure or success. However, the rising unemployment rate in the country is the greatest concern that requires the views of the KYEOP stakeholders.

1.13 Conceptual Framework

The framework is succinctly depicted in a schematic figure, illustrating the variables and their theorized interconnections. The utilization of a conceptual framework aids in elucidating the interconnections between the variables being investigated, hence facilitating the maintenance of research coherence and alignment with the study's aims. The research will be conducted based on the conceptual framework depicted in Figure 1.1, which establishes the relationship between the dependent and independent variables. The independent variables include; monitoring and evaluation planning, capacity building and budgeting while the dependent variable is project performance.



Source: Researcher (2023)

Figure 1.13: Conceptual Framework

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on critically reviewing literature related to the research topic. It is structured based on the specific objective under study; influence of planning on the performance of projects, influence of budgeting on the performance of projects and lastly influence of capacity building on the performance of projects. Lastly, a summary highlighting linkage in empirical literature and research gap analysis.

2.2 Review of Literature

2.2.1 Planning and Project Performance

The first specific objective of this study is determining the influence of planning on the performance of development projects in Kenya. In their study from (Irfan, Khan, Hassan, Habib, and Khan 2021), sought to evaluate the contribution of project planning on project performance in Malaysia. A survey-based study was conducted with 260 project engineers. The results suggested that public sector project planning contributed more to the projects' success. Adequate preparation and competence significantly increase the likelihood of completion of projects in the public sector.

In Rwanda, (Tuyishime and Nyambane 2021) conducted research to examine the significance of planning in project performance. A causal study design was employed by the researcher. A total of 145 Rwanda Utilities Regulatory Authority made up the target population. The results showed that an increase in the mobilization of resources and an increase in the coordination of operations would result in improving project performance.

In a related study Berhan and Beshah (2017) examined the relationship between project planning processes and project performance in Ethiopia. The four planning input components that were thought to have an impact on the quality of planning human, management, technological, and organizational were taken into consideration. Confirmatory Factor Analysis (CFA) was employed in this study to ascertain the primary determinants of project planning that contribute to its success. It was found that the effectiveness of a project was

favorably correlated with three specific project planning activities, namely time management, cost management, and risk management.

Mwanza, Namusonge and Makokha (2020) aimed to assess the influence of planning practices on the performance of building projects in Kenya. Mixed research design was adopted. A total of 1761 managers made up the population. The study found that the practices of project stakeholders and project planners had a significant negative influence on the success of building projects. The study additionally revealed that the implementation of planning provides a sense of guidance for the execution of operations within a certain timeframe, hence mitigating the occurrence of errors.

Similarly, Muriithi (2019) investigated the impact of the strategic planning process on the performance of community projects undertaken by religious institutions. These variables encompass the independent factors of Needs analysis, Objectives setting, Resource allocation, and M&E in relation to project performance. The selection of an ex-post facto research design and survey methodology was deemed appropriate for this study. The secondary data for this study was collected through reviewing and analyzing project paperwork. The results showed that strategic planning process is essential in project performance.

2.2.2 Budgeting and Project Performance

The second specific objective of this study is examining the influence of budgeting on the performance of development projects. Schubert and Kirsten (2021) looked at how budgetary control affected German SMEs' financial performance in Munich, Berlin, and Stuttgart. The study employed a quantitative methodology, collecting data from local company owners of SMEs. According to the report, budgetary control unifies cost control procedures and budgets with strategic planning within the company. Budgetary control assists in thinking beyond budgeting by interpreting performance metrics and budgets as communication instruments. Additionally employing the management by exceptional principle, budgetary control reduces management time.

Aggor (2017) studied the budget and project success determinants in Ghana's construction industry. The study relied heavily on iron triangle, scientific and strategic management theories. Based on the findings pertaining to the variables examined in the study, which encompassed factors such as time, quality, safety,

environmental impact, and site disputes. The variable that was most frequently documented in the records was time, which was afterwards followed by quality, safety, environment, and site conflict.

The study conducted by (Adolphe and Njenga 2021) aimed to evaluate the impact of budget management on project performance within the context of the Equity Agency Banking initiative in Rwanda. The current study was based on the theoretical frameworks of agency theory, utility theory, and uncertainty theory. The research design utilized in this study was descriptive in nature. The research suggested that it was advisable for Equity agency banking to thoroughly assess and identify any risks that may arise during the project's duration, starting from its inception to its operational phase.

Uwiragiye and Mulyungi (2018) conducted a study that investigated the impact of budgeting on the success of the Water for Life project in Rwanda. The research revealed that inadequate implementation of planned activities and resources hinders the project's potential for success, ultimately resulting in failure. Ambiguous budgetary allocations pose challenges in securing the necessary resources for project implementation and adhering to planned activities. Additionally, it has been observed that inadequate budgetary implementation and deviating from the budgetary framework hinders the achievement of project objectives, ultimately resulting in project failure.

In a study undertaken by Mwaguni, Mbugua, and Rambo (2020), evaluating the effect of budgets on the accomplishment of research projects in public universities located in the Coast area of Kenya. The research employed a pragmatism paradigm. Descriptive and correlation research design were adopted. A total of 1110 individuals, consisting of both academic and non-academic personnel from two universities took part of the research. The results demonstrated that allocation of funds has a significant impact on the overall performance of research initiatives. The data additionally shown a significant correlation between budget allocation and the performance of research initiatives in public universities.

In a study conducted by Okotchi, Makokha, and Namusonge (2020), the researchers examined the impact of the budgetary process on the performance of county governments, specifically focusing on Trans Nzoia County Government. The research was conducted under the theoretical framework of the budgetary process and the

contingency strategy. The study's results indicate that engagement in the budgeting process, implementation of budgetary control measures, and adoption of budgetary planning strategies have a positive impact on financial performance.

2.2.3 Capacity Building and Project Performance

The third specific objective of this study is to assess the influence of capacity building on the performance of KYEOP project. Nwankwo, Olabisi, and Onwuchekwa (2019) in Nigeria examined the impact of capacity building on the organizational performance of multifunctional cooperative societies. The data collected was subjected to analysis, and the findings of the study provided evidence that capacity building activities were effectively implemented among the cooperatives. Additionally, respondents universally agreed on the suitability of the measures employed for assessing the performance of their cooperative. Moreover, the study provided compelling data indicating that capacity building exerts great pressure on performance of the cooperative.

In Tanzania, Lumato and Issa (2023) surveyed on prospects and challenges of capacity building projects in higher education. Respondents from stakeholders, project beneficiaries, and senior management were all represented in the sample. According to the study, each of the three effective capacity-building projects out of the five that were chosen met most of its main goals. These initiatives were made possible, in part, by the meticulous goal-setting and implementation of devoted and capable leaders. The study discovered that committed, full-time supervisors and operators with extensive project management experience are essential to a project's success.

In a study conducted by Koonyo (2019), determining the role of capacity building on performance of HIV/AIDS projects within the Kajiado. It determined the role of capacity building in project leadership, project design, project implementation, financial management, and project M&E on the performance of HIV/AIDS projects. Descriptive survey was adopted. The study demonstrated that implementation of capacity building measures influenced project performance. Factors such as project leadership, project design, financial management, and monitoring and evaluation didn’t influence project's performance.

Muriithi, Ndung'u, and Kidombo (2021) investigated the impact of capacity building practices on the performance of Self-Help group’s projects in Nyeri County, Kenya. The present study employed a descriptive

survey research design technique. The study's results suggest that a majority of members in Self-Help Groups (SHGs) express a sense of motivation regarding the capacity building techniques that are shared among their group. These techniques were believed to enhance the success of projects undertaken by the SHGs. The members attribute this positive outcome to the presence of visionary leadership within their SHGs, which demonstrates a strong understanding of capacity building principles.

The objective of the study conducted by Kanyi and James (2023) was to evaluate the impact of capacity building on the outcomes of donor-funded projects in Nairobi County. Three of elements of competence were taken into consideration namely; technical competence, managerial competence and governance competence. The study drew upon four theoretical frameworks, namely diffusion of innovation, transformational learning, resource dependency, and knowledge-based theories. The researchers chose to utilize a descriptive survey design. The research shows that the performance of donor-funded initiatives positively correlated with technical, management, and governance competency. According to the results, there was implementation of staff training across the projects; nevertheless, there was a lack of consistency and absence of a governing policy.

2.3 Summary of Literature Review and Research Gaps

2.3.1 Summary of Literature Review

Based on the analysis of existing scholarly material, it can be asserted that monitoring and evaluation practices exert a discernible impact on project performance. Effective project planning is crucial for achieving successful outcomes. The process of planning plays a crucial role in delineating the scope of a project, implementing corrective measures in the event of unforeseen circumstances, and providing stakeholders with a comprehensive understanding of the impact of these measures on the overall project. Planning is the methodical process of assessing the impact of implemented actions and evaluating the performance indicators established within a given plan. The process of planning provides guidance for the execution of actions within a certain timeframe, hence minimizing errors and inefficiencies. The performance of research initiatives is influenced by budgetary considerations.

Budgeting control is a managerial practice that facilitates the alignment of an organization's strategic planning with its budgeting and expense control processes. Additionally, this study defines the necessary

budgeting and financial abilities that are essential for making informed decisions. Furthermore, it highlights the main financial indicators that are relevant to the firm and provides guidance on the appropriate methods and timing for monitoring them. It has been established that ambiguous budgets pose challenges in securing the necessary resources for project implementation and hinder the successful execution of planned activities, thereby impacting project outcomes. Furthermore, it has been observed that inadequate budgetary management undermines the potential for project success, resulting in the failure to achieve project objectives. Additionally, deviating from the established budget may result in resource wastage and the inability to attain desired objectives.

Capacity building plays a crucial role in enhancing the performance of initiatives. Capacity development initiatives intentionally aim to reduce excessive dependence on external specialists as the primary providers of information, resources, and solutions for community problems. The implementation of capacity building approaches among project members contributes to the enhancement of project success. Furthermore, the process of capacity building is a direct outcome of effective management practices, which in turn fosters a heightened sense of cohesion among individuals or groups.

2.3.2 Research Gaps

A review of the existing literature on monitoring and evaluation practices on the performance of development projects has prompted several research gaps. The research gaps include contextual, methodological and conceptual gaps.

Author	Focus of the Study	Methodology Used	Findings	Research Gap	Focus of the Current Study
Irfan, Khan, Hassan, Habib & Khan, (2021)	The ability of the project manager to plan and execute the project successfully	Survey-Based Design	The success of government projects is greatly influenced by how well they are planned and executed.	The study focused on planning and competency in Malaysia thereby presenting contextual gap.	This study focuses on monitoring and evaluation practices on the performance of KYEOP project.
Tuyishime & Nyambane (2021)	Importance of planning on project performance	Causal Research Design	All independent variables (Setting objectives, targets and key performance indicators, Coordination of activities and Mobilization of resources) influences projects performance (dependent variable).	The study focused on causal research design thereby presenting methodological gap	This study will make use of descriptive research design
Ali (2019)	Project planning practices in housing	Descriptive Design	planning procedures were inadequate in that project	The study focused on housing project planning practices in Ethiopia thereby presenting contextual gap.	This study is focused monitoring and evaluation practices on the performance of KYEOP project.
Mwanza, Namusonge & Makokha (2020)	The relationship between project planning and performance in the building industry	Mixed Research Design	The construction industry's performance was significantly impacted by poor project planning and the actions of project stakeholders.	The study focused on planning practice among construction projects	This study is focused monitoring and evaluation practices on performance KYEOP project.
Schubert & Kirsten (2021)	Budgeting control and financial performance	Descriptive Research Design	Strategic planning, budgeting, and cost management are	The study focused on budgeting control and financial performance of	This study is focused on monitoring and evaluation practices and

			all intertwined in effective budgetary control.	SMEs in Germany thereby presenting contextual gap.	performance in Kenya
Agbenyo, Danquah & Shuangshuang (2019	Nexus between budgeting and financial performance	Correlational Design	Organizations financial performance is significantly affected by budgeting practices.	Study focused on planning, coordination, monitoring, and control in Ghana thus presenting a contextual gap.	This study is focused on monitoring and evaluation practices and performance in Kenya
Adolphe & Njenga (2021)	Budget management and project performance in Rwanda	Descriptive Research Design	All the specific variables were statistically significant.	The study utilized utility and uncertainty theory thereby presenting theoretical gap.	This study is anchored on theory of change and stakeholder analysis theory
Mwaguni, Mbugua & Rambo (2020)	How budgets influences performance of research projects	Methodology based on a descriptive survey with some correlation	Budget influences performance of research projects	The study focused on research projects of public universities thereby presenting contextual gap.	This study is focused on performance of KYEOP projects.
Makokha & Namusonge (2020)	Effects of budgetary process on performance of county governments	Descriptive survey design	Participation in the budgetary process, budgetary control and budgetary planning enhances financial performance.	The study was guided by theory of budgetary process and contingency approach thereby presenting a theoretical gap.	This study is will be guided by theory of change and stakeholder analysis theory
Lumato & Issa (2023)	Challenges of capacity building projects	Qualitative research approach	Extensive project management experience are essential to a project's success	The study focused on challenges of capacity building projects in Tanzania thereby presenting contextual gap	This study is focused on performance of KYEOP projects.
Koonyo (2019)	capacity building projects in higher education	Descriptive survey design	Performance can be improved through capacity building. The project outcome was not affected	The study focused on HIV/AIDS project performance in Kajiado South Sub County thus presenting contextual gap	This study is focused on performance of KYEOP projects.

			by the quality of the project management, project design, budgeting, or monitoring and evaluation.		
Muriithi, Ndung'u & Kidombo (2021)	Capacity building practices and performance	Descriptive Survey Research Design Approach	Capacity building techniques shared among members of their group for they enhance project success	The research examined the effectiveness of Self-Help groups and initiatives in Nyeri County, Kenya thereby presenting contextual gap	This study is focused on performance of KYEOP projects.
Kanyi & James (2023)	How capacity building affects the success of projects funded by donors	Descriptive Survey Design	The research found that donor-funded projects fared better when they had higher levels of technical, management, and governance competency.	The study was based on four theories: diffusion of innovation, transformational learning, resourced dependency, and knowledge-based theories thus presenting a theoretical gap.	This study is anchored on theory of change and stakeholder analysis theory

Table 2.1: Research Gaps

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology that was used in the study. This section also presents the study's population, which is made up of KYEOP employees and the implementing agencies. Along with the data collection techniques, which involved a questionnaire, the sample size is also presented. The research methodologies, data analysis, and presentation techniques that were used in this study are also covered.

3.2 Research Design

Saunders, Lewis, and Thornhill (2016) assert that a research design encompasses a comprehensive framework that facilitates the collection and analysis of data, with the aim of addressing a research question and accomplishing the objectives of the study. The research design utilized in this study will be descriptive, aiming to determine the impact of monitoring and evaluation practices on the performance of the KYEOP project. The research problem for this study will be effectively addressed by employing a descriptive survey research design, as it aims to provide a comprehensive description of the characteristics of the participants and the outcomes of determining the answers to research questions.

3.3 Research Site

The study was conducted at Kenya Youth Employment and Opportunities Project (KYEOP) which is a World Bank funded initiative meant to promote youth employability and has its office in Nairobi City County Bruce House 3rd floor, Kenya. To facilitate the efficient execution of responsibilities and tasks, the office comprises several departments, namely: Project Coordination unit, Data Analysis, Procurement, Training and Internship, and County Coordination. It’s on this precedence that this study intends to do research at KYEOP on monitoring and evaluation practices and the main areas of interest being on planning, budgeting and capacity building of KYEOP.

3.4 Study Population

As stated by Beins (2017), a population refers to a group of events or instances that attract the attention of a researcher and are intended to be generalized. The study's target population were employees working at KYEOP coordinating unit and other implementing agencies being National Industrial Training Authority (NITA), State department for youth affairs, Medium and Small Enterprise Authority (MSEA) and Ministry of labour. The population distribution in the table includes grants staff, monitoring and evaluation experts, ICT, finance and accounts, procurement, communication staff, business plan competition staff and youth officers.

Table 3.1: Population Distribution

Category	Target Population
Grants staff	8
Monitoring & evaluation experts	12
ICT	3
Finance & Accounts	6
Communication	10
Business plan competition staff	14
Youth officers	237
Total	**290**

Source: Project coordinator Kenya Youth Opportunities Employment Project

3.5 Study Sample

3.5.1 Sampling Procedure

A sampling technique is a method used to select a subset of individuals or items (a sample) from a larger population to make statistical inferences about that population (Obwatho,2014). The goal is usually to ensure that the sample representing the population is accurate and that the findings from the sample can be generalized to the whole population. The researcher opted for stratified sampling technique. Therefore, the researcher adopted stratified sampling technique that involved the need of sub-dividing a population into smaller group known as strata, that share

similar characteristics. This technique ensures that every subgroup of the population is adequately represented within the sample, improving the accuracy and reliability of results.

3.5.2 Study Sample Size

It is necessary to choose and split a sample in order for it to accurately and suitably represent the population. The sample size for this study will be determined using the Yamane (1973) formula.

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

Where: n = Sample Size; N = Population; e = Sampling Error

Thus:

$$n = \frac{290}{1+290(0.05)^2}$$

$$n = \frac{290}{1+290(0.0025)}$$

$$n = \frac{290}{1+0.72}$$

$$n = \frac{290}{1.72}$$

$$\boldsymbol{n = 167}$$

Table 3.2: Sample Size Distribution

Category	Target Population	Sample Size
Grants staff	8	5
Monitoring & evaluation experts	12	7
ICT	3	2
Finance & Accounts	6	3
Communication	10	6
Business plan competition staff	14	8
Youth officers	237	136
Total	**290**	**167**

Source: Researcher (2024)

By using the Yamane formula, the researcher is in a position of determining the appropriate sample size that balances the need for accuracy with the practical considerations of data collection. It is indeed useful considering that is straightforward method to estimate sample sizes.

3.6 Data Collection

3.6.1 Data Collection Instruments

The researcher administered google form questionnaires to collect primary data. It is characterized by simplicity and convenience in collecting data within a short period of time (Karanja & Yusuf, 2018). Besides the main advantage of questionnaires is being affordable and easy to administer, questionnaires also preserve respondent's confidentiality and anonymity (Bundi, 2020). It is due to the outlined advantages that questionnaires were considered the best tools for collecting data for the current study.

3.6.2 Pilot Testing of Research Instruments

Prior to the commencement of the official survey, a preliminary study was undertaken to assess the efficacy of the instruments and research methodologies. Ensuring the validity and reliability of tools is essential. Junyong (2017) suggests that administering a pre-test using questionnaires or an interview guide might effectively mitigate potential challenges prior to commencing the real data collection process. According to (Sileyew, 2019), the pilot study can be done with between 10 to 15% of the sample size. A pilot study comprising a subset of the total sample, representing 10% of the population, and characterized by homogeneous traits, is deemed appropriate for the pilot research. Consequently, a pilot study was conducted, wherein 16 volunteers affiliated with NITA participated in the pilot test. Content validity of the questionnaire was examined through a pilot study by checking clarity of words to ensure respondents understood all questions in equal manner. In this study, pre-testing of the questionnaire will be done using a sample of 10% of desired sampling size (10% of 16) who were included in the final study The questionnaire was reviewed by my supervisor with a wide knowledge on the subject, who also declared no interest on applicability, appropriateness, and adequacy of the questions.

3.6.3 Instrument Validity

In this study validity ensured that the items contained within the questionnaire effectively align with the objectives of the study. These measures would encompass the utilization of straightforward language that minimizes the potential for misinterpretation by participants, as well as actively involving supervisors in seeking guidance about

the selection and implementation of research instruments. Validity is an important aspect of any research instrument it ensures credibility of results obtained from the instrument are accurate and can be used to get valid findings.

3.6.4 Instrument Reliability

The concept of reliability in a study refers to the degree to which the results stay stable and consistent throughout time, provided that the same research instruments and technique are employed Amirrudin (2021. To verify the reliability of the study, a pretest was conducted using the Cronbach Alpha test. This test assessed the internal consistency of the questionnaire items. According to Mugenda (2003), it has been found that approximately 1-10% of the questionnaires used for a study are deemed suitable for conducting a reliability test. Cronbach alpha was employed with threshold of 70%. The piloting of the questionnaires established the coefficient of all variables and was useful in assessing the reliability of the research instrument. Data provided in table 3.3 shows that the tool passed the reliability test as evidenced by the high Alpha value of 83.1%.

Table 3.3: Reliability Statistics

Cronbach's alpha	**Value**
Planning	0.892
Budgeting	0.832
Capacity building	0.828
Project performance	0.799
Overall Cronbach's Alpha	**0.842**

Source: Researcher (2024)

3.6.5 Data Collection Procedures

The researcher sort for formal approval from KYEOP Project manager to collect the required data. Five participants form NITA took part in the pilot test since they are one of the implementing agencies for KYEOP. The researcher used Google forms to make digital questionnaires that was sent to the respondent's email address. Using

Google forms made it easy for people to fill out the questionnaires quickly and give immediate feedback to the researcher once they are done.

3.7 Data Processing and Analysis

Bryman and Bell (2011) state that data analysis comprises bringing out an intricate framework of the research findings and improving the usability of study respondents' responses in accordance with the study variables. This study used quantitative methods for data analysis. The analysis of the data in this study will be conducted in accordance with the research questions. The quantitative analysis will involve both descriptive and inferential analyses.

3.7.1 Descriptive Statistical Analysis

Descriptive survey analysis is a method of data research that facilitates the description, demonstration, or informative summarization of data points, hence enabling the identification of patterns that meet all the data's parameters (Scott-Jones & Goldring, 2022). The descriptive statistics was used to define the things the way they are or as observed through means, standard deviation and frequencies. The quantitative data in this study was evaluated using descriptive statistics with the use of the Statistical Package for the Social Sciences (SPSS) version 26 software tool. For the purpose of the descriptive analysis, the mean, standard deviation, and frequencies was employed.

3.7.1.1 Inferential Statistical Analysis

Inferential statistics employ measures derived from a sample of individuals within an experiment to facilitate comparisons between treatment groups and enable the formulation of generalizations pertaining to the broader population of respondents (Asadoorian & Kantarelis, 2015). Inferential statistics was presented using regression, and correlation analysis to determine the relation between the dependent and independent variables. A regression analysis was conducted to assess if there exists any relationship between the dependent (performance of KYEOP Projects) and the independent variables (planning, budgeting and capacity building). The regression model adopted as follows;

$$\mathbf{Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \boldsymbol{e}}$$

Where;

Y= Project performance

β0= constant

β1……β3 =coefficients

X_1= Planning

X_2= Budgeting

X_3= Capacity building

ε = error term

3.7.1.2 Testing of Assumptions of Regression

In this study, the testing assumptions involved conducting diagnostic tests to assess the suitability of the time series regression method. These tests examined aspects such as normality, linearity, stationarity, multicollinearity, autocorrelation, and heteroskedasticity (Wei, 2019).

3.7.1.3 Normality Tests

To examine whether a dataset follows a normal distribution, a normality test is employed. This test visually represents the distribution of test results to determine if it resembles the characteristic bell-shaped normal curve (Gupta *et al*., 2019). The residuals in a regression analysis must have a normal distribution. The Jacque Bera test used in this investigation to determine whether the data deviates from normalcy. A statistical test for determining if a dataset is normal is the Jarque-Bera test. Two statistics are taken into consideration to assess if the sample data significantly deviates from a normal distribution: skewness, which measures the distribution's asymmetry, and kurtosis, which measures the distribution's peakiness. The data do not fit into a normal distribution if the Jarque-Bera test has a high-test statistic. The residuals of the Jarque-Bera test should not vary from normality, according to the null hypothesis (Wu *et al.,* 2020).

3.7.1.4 Linearity Tests

Before doing any kind of linear regression analysis, the linearity assumption specifies that the independent and dependent variables should have a linear relationship. It is possible to get inaccurate or misleading findings when fitting a linear model to nonlinear data (Imai & Kim, 2020). Scatter plots, a visual method for determining whether

the data points of two variables are uniformly distributed around a diagonal line, were utilized to evaluate linearity (Katris, 2019).

3.7.3.3 Multicollinearity Tests

Multicollinearity in multivariate regression refers to a situation where two variables are highly correlated and can be expressed as almost identical linear combinations of each other. This can lead to inflated standard errors for the coefficients in the regression model (Assaf, Tsionas & Tasiopoulos, 2019). To assess the presence of multicollinearity, this study employed Variance Inflation Factors (VIF). If the VIF values are below 10, it indicates the absence of significant multicollinearity, which can impact the accurate estimation of standard errors (Assaf *et al.*, 2019).

3.7.3.4 Heteroscedasticity Test

If mistakes in all the data observations are always different, the existence of homoscedasticity was shown (Adjei, 2021). Heteroscedasticity, on the other side, is known as the lack of homoscedasticity. The presence of Heteroscedasticity leads to the bias of the standard errors of the model. The problem of Heteroscedasticity was solved by calculating the robust standard errors. The assumption of normality of residuals was tested using the Jarque-Bera test. The results of the Jarque-Bera test indicate that the errors are not normally distributed. The problem of the non-normality of the residuals was solved by transforming the data using the logarithms.

3.8 Legal and Ethical Considerations

Various ethical practices were observed in this study. To gather data, the researcher applied a license from National Commission for Science, Technology and Innovation (NACOSTI) authorizing the study to comply with ethical standards. In addition, permission from various participants was be obtained for the study, guaranteeing that their participation was voluntary. Additionally, the researcher made sure that, before gathering any data, approval was obtained from the KYEOP agencies. The researcher explained to the participants the nature of the study and provided a consent form containing details on the purpose of research and also indicated that it was voluntary to

participate in the survey. There will also be a great deal of veiled confidentiality in how their responses were handled, no names were indicated on the questionnaire to conceal the identity of the respondents.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the results achieved from the data analysis. It includes descriptive statistics of the variables under study to establish their properties and relation to each other. The researcher conducted various statistical tests and analysis to measure the significance between the independent variables; planning, budgeting and capacity building and the dependent variable of project performance. Statistical tests conducted were; correlation, regression and hypothesis testing. The findings have been presented using tables and figures to provide evidence on claims of the study objectives and study questions. The chapter also presents the characteristics of the respondents using demographic variables including age, gender, level of education and duration working in the project. The demographic data clearly demonstrated that the study reached the valid respondents representative of the research target population and relevant to the study objectives.

4.2 Questionnaires Return-Rate

The study targeted 167 of KYEOP project staff including grants staff, monitoring and evaluation experts, ICT, finance and accounts, procurement, communication staff, business plan competition staff and youth officers. The responses on the questionnaire were out of the 167 questionnaires issued, 157 were returned, representing a 94% response rate for the study. The study's target population cooperated well and gave relevant responses, which led to this high response rate. There could have been a number of reasons why the 6% of surveys that were not returned could not have been returned for analysis. The confidence that the data truly reflects the thoughts of the great majority of respondents is increased by a high return rate. The response rate refers to percentage of the study sample that participated in responding to the study questionnaire. The results are presented in Table 4.1

Table-4.1: Return Rate for the Questionnaire

Questionnaire Categories	Frequency	Percentage (%)
Received questionnaires	157	94
Unreturned questionnaires	10	6
Total	**167**	**100**

Table 4.1 indicates that 94% of the responses returns rate which were made. This response rate is higher than the minimum of 68% needed to obtain conclusive survey results. All interviewees provided responses to the interview questions. The confidence that the data accurately reflects the thoughts of the majority of respondents is increased by a high return rate. As a result, legitimacy is enhanced.

4.3 Demographic Characteristics of the Respondents

The demographic features included: gender, age, level of education, position and duration of stay of the respondents as summarized in Table 4.2. It includes presentation of data on monitoring and evaluation practices on performance of development projects in Kenya.

Table 4.2 Personal and Demographic Data of the Respondents

Categories	Frequency	Percentage
Gender		
Male	93	59.2
Female	64	40.8
Total	157	100
Age	**Frequency**	**Percentage**
20-30	29	18.5
31-40	83	52.9
41-50	32	20.4
51 and above	13	8.3

Total	157	100
Education	**Frequency**	**Percentage**
Diploma	14	8.9
Degree	45	28.7
Masters	57	36.3
PhD	33	21
Others	8	5.1
Total	157	100
Position	**Frequency**	**Percentage**
Top management	17	10.8
Middle management	73	46.5
Lower management	51	32.5
Consultant	16	10.2
Total	**157**	**100**
Duration of Working years	**Frequency**	**Percentage**
Less than 1 year	19	12.1
1-2 years	81	51.6
3-5 years	37	23.6
Over 5 years	20	12.7
Total	**157**	**100**

Source: Researcher (2024)

4.2.1 Gender of the Respondents

The findings of data in Table 4.2 indicates that 93(59.2%) were males who dominates in KYEOP while 64 (40.8%) respondents were females. It meant that in this case male were more than the female counter parts. The

implication of the study shows that the gender was almost paired thus eliminating the gender biasness and sampling error leading to great validity of the findings.

4.2.2 Age category respondents

This category was deemed vital because it is the critical component of the ages of the staff working at KYEOP. The staff age is necessary since one will be able to tell the experience of the staff through the age. The respondents were of different age groups as stated in Table 4.2. This is reflected on how different categories were indicated like 31-40 years were 83(52.9%) being the highest number in this category while 41-50 years had 32(20.4%) taking the second position, followed by20-30 years at 29(18.5%) on the third position and 51 years and above 13(8.3%) at the fourth position. The age group implies that all categories of age were presented in this this study representing all the employees implementing the project. Majority are at the prime age of their lives and very energetic and with proper experience required by organization.

4.2.3 Education of the Respondents

The level of education was worth responding to since one needs to be sure if the people undertaking the study are learned. The results in Table 4.2 shows that degree holders were the majority with 57(36.3%). This category was followed by masters holders 45(28.7%) who were the second in the study. The diploma holders had 33(21.0%), while PhD had 14(8.9%) and others being the last category in this section had 8(5.1%). This study implies that the majority knew a lot about schooling and could respond to questions without much help. They performed an excellent job of predicting the remarks and questions.

4.2.4 Position of the Respondents

The position of the respondents was worth responding to since they were of different levels in management. The results in Table 4.2 shows that middle management level had 73(46.5%). This category was followed by lower-level management 51(32.5%) who were the second in this category. The top management was third with 17(10.8%), while consultant had 16(10.2%) and others being the last category in this section had 8(5.1%). This implies that levels of management were represented accordingly in the study.

4.2.5 Duration of working in KYEOP

The length of stay was considered essential as it may aid in determining who had been with the organization the longest time. The findings showed that those who stayed longest were between 1-2 years 81(51.6%). This means that many had the grip of project implementation and experience on implementing the project. This was followed by between 3-5 years 37(23.6%). This is also quite a big number of staff who had implemented several projects. Those at over 5 years were 20(12.7%)

The other category was less than 1 year 19(12.1%) was the last in this category. This means that most staff members had enough experience while undertaking the project however much more needs to be implemented.

4.4 Findings on Planning and Performance of youth employment and opportunities development projects in Kenya

It was considered important to investigate Planning, and the findings are indicated in Table 4.3**.** There were five statements which were used to evaluate respondents' perceptions and opinion on the influence of planning on the performance of development projects in KYEOP are stated in every variable.

4.4.1 Descriptive Data Planning and Performance of youth employment and opportunities development projects in Kenya

There were five items responded to as indicated on Table 4.3 on Planning and Performance of youth employment and opportunities development projects in Kenya. The study aimed to determine the impact of data planning on performance of development projects in Kenya; a case of Kenya Youth Employment Projects., using a 5-point Likert scale where 5-Strongly Disagree (SD), 4- Disagree (D), 3-Neutral (N), 4-Agree (A) and 5-Strongly Agree (SA). The results in Table 4.3 the responses had a composite mean of 3.36>3.0 set benchmark.

The findings on Table 4.3 on the first statement that Project planning has enhanced the project's success had mean of 3.83 and standard deviation of 1.15. According to the number of questionnaires given 157 responded were, 7(4.5%) strongly disagreed, 25(15.9%) disagreed, 2(1.3%) neutral, 77(49%) agreed while 46(29.3%) strongly agreed. These result show that 3.83 is higher than the composite mean of 3.36. The implication of these results to the study is project success was as a result of proper planning. The Standard deviation of 1.18 is lower than the composite

standard deviation of 1.27 indicating that there was agreement on the opinion among the respondents and project planning influenced performance of development projects in KYEOP.

Table 4.3 Planning and Performance of youth employment and opportunities development projects in Kenya

Statements (Planning)	**SD** **%** **F** **1**	**D** **%** **F** **2**	**N** **%** **F** **3**	**A** **%** **F** **4**	**SA** **%** **F** **5**	**Mean**	**Std deviation**
1. Project planning has enhanced the project's success.	7 (4.5 %)	25 (15.9%)	2 (1.3%)	77 (49%)	46 (29%)	**3.83**	**1.15**
2. Effective coordination of activities has enabled the achievement of projects goals.	10 (6.4%)	22 (14%)	3 (1.9%)	62 (39.5%)	60 (38.2 %)	**3.89**	**1.23**
3. Regular and continuous monitoring has resulted to timely completion of the project	53 (33.8%)	62 (39.5%)	7 (4.5%)	31 (19.7%)	4 (2.5%)	**2.18**	**1.17**
4. Planning processes have positively resulted to success of the project.	12 (7.6%)	48 (30.6%)	2 (1.3%)	57 (36.3%)	38 (24.2 %)	**3.39**	**1.34**
5. Proper project planning practices has influenced the performance of the project	9 (5.7%)	48 (30.6%)	5 (3.2%)	40 (25.5%)	55 (35%)	**3.54**	**1.38**
Overall Composite Mean and Std deviation						**3.36**	**1.42**

Source: Researcher (2024)

The responses on the second statement on effective coordination of activities has enabled the achievement of projects goals had mean of 3.89 and standard deviation of 1.23. According to the number of questionnaires given 157 responded were, 10(6.4%) strongly disagreed, 22(14%) disagreed, 3(1.9%) neutral, 62(39.5%) agreed while

60(38.2%) strongly agreed. These result show that 3.89 is higher than the composite mean of 3.36. The implication of these results to the study is majority agreed that proper coordination helps in achievement of projects. The Standard deviation of 1.23 is lower than the composite standard deviation of 1.27 indicating that there was agreement on the opinion among the respondents. The responses on the third statement on Regular and continuous monitoring has resulted to timely completion of the project had mean of 2.18 and standard deviation of 1.17. According to the number of questionnaires given 157 responded were, 53(33.8%) strongly disagreed, 62(39.5%) disagreed, 7(4.5%) neutral, 31(19.7%) agreed while 4(2.5%) strongly agreed. These result show that 2.18 is lower than the composite mean of 3.36. The implication of these results to the study is regular supervision which leads to timely completion of projects. The Standard deviation of 1.17 is lower than the composite standard deviation of 1.27 indicating convergence of opinion among the respondents.

The responses on the fourth statement on Planning processes have positively resulted to success of the project had mean of 3.39 and standard deviation of 1.34. According to the number of questionnaires given 157 responded were, 12(7.6%) strongly disagreed, 48(30.6%) disagreed, 2(1.3%) neutral, 57(36.3%) agreed while 38(24.2%) strongly agreed. These result show that 3.39 is higher than the composite mean of 3.36. The implication of these results to the study is regular supervision leads to timely completion of projects. The Standard deviation of 1.34 is higher than the composite standard deviation of 1.27 indicating divergence of opinion among the respondents. The responses on the last statement on Proper project planning practices has influenced the performance of the project had mean of 3.54 and standard deviation of 1.38. According to the number of questionnaires given 157 responded were, 9(5.7%) strongly disagreed, 48(30.6%) disagreed, 5(3.2%) neutral, 40(25.5%) agreed while 55(35%) strongly agreed. These result show that 3.54 is higher than the composite mean of 3.36. The implication of these results to the study is regular supervision leads to timely completion of projects. The Standard deviation of 1.38 is higher than the composite standard deviation of 1.27 indicating divergence of opinion among the respondents.

4.4.2 Inferential Statistics for Data Planning and Performance of youth employment and opportunities development projects in Kenya.

Correlation between Planning and Performance of youth employment and opportunities development projects in Kenya was computed by means of Pearson`s correlational analyses and Table 4.4 which presents the statistical outputs. The total scores of the scale were computed as a summation of the individual scores on each item by the respondents at 95% level of confidence. The correlation analysis results obtained are shown in Table 4.4

Table 4.4 Correlation between Data Planning and Performance of youth employment and opportunities development projects in Kenya

Variable	Statistics	Performance of youth employment and opportunities development projects
Planning	Pearson Correlation	0.108**
	Sig.(2-tailed)	0.007
	N	157

**Correlation is significant at 0.05 level (2-tailed)

The study found a weak positive overall correlation 0.108 which was statistically significant as (P-Value=0.007 < 0.05); implying that there is a significant relationship between Planning and Performance of youth employment and opportunities development projects in Kenya leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis hence the research results conclude that there is significant relationship between Planning and Performance of youth employment and opportunities development projects in Kenya

4.4.3 Model summary of Data Planning and Performance of youth employment and opportunities development projects in Kenya

The model sought to determine how Planning influence Performance of youth employment and opportunities development projects in Kenya. Simple linear regression was adapted to run on both independent and dependent variables correlate. The regression model summary results are presented in Table 4.5.

Table 4.5: Regression Model Summary Table on Planning and Performance of youth employment and opportunities development projects in Kenya

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 380[a]	0.144	0.043	0.53944

a. Predicator: (Constant), Planning

Table 4.6 ANOVA Findings

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Squares**	**F**	**Sig.**
1	Regression	0.536	1	0.536	1.841	0.007 [b]
	Residual	45.105	155	0.291		
	Total	45.640	156			

a. Planning and Performance of youth employment and opportunities development projects in Kenya

b. Predictors: (Constant), Planning

Table 4.7 Correlation Coefficients Findings

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	3.632	0.202		17.995	0.000
	Planning	0.071	0.052	0.190	1.357	0.007

a. Independent Variable: Planning

Source: Researcher (2024)

The Model summary Table 4.5 suggest that there is a positive correlation (R^2=0.144) between Planning and Performance of youth employment and opportunities development projects and those predicted by the regression model. The ANOVA data shows that F=1.841, Planning was significant in estimating Performance of youth employment and opportunities development projects since p=0.007<0.05. Thus, the model was fit in predicting dependent variable. The coefficient data shows that holding other factors constant, Performance of youth employment and opportunities development projects would stand at 3.632. A unit rise in the Planning would lead to 0.071 change in Performance of youth employment and opportunities development projects, given that other factors were held constant. The substituted model is:

Model: $Y= 3.632+0.071X_1+\varepsilon$ where,

Y = Performance of youth employment and opportunities development projects

X_1 Planning

ε = Error term.

4.4.5 Discussion on Planning and Performance of youth employment and opportunities development projects

The descriptive and correlational data make it clear that there is a relationship between Planning and Performance of youth employment and opportunities development projects. The outcomes align with those of previous comparable empirical investigations that indicate According (Irfan, Khan, Hassan, Habib, and Khan 2021), sought to evaluate the contribution of project planning on project performance in Malaysia. This was supported by, Tuyishime and Nyambane (2021) who conducted research to examine the significance of planning in project performance and found out that planning is very key in performance of projects.

4.5 Findings on Budgeting and Performance of youth employment and opportunities development projects in Kenya

It was very deemed important to investigate Budgeting and the findings are indicated in Table 4.6**.**

4.5.1 Descriptive Data Budgeting and Performance of youth employment and opportunities development projects in Kenya

There were five items responded to as indicated on Table 4.8 on Budgeting and Performance of youth employment and opportunities development projects. The study aimed to determine the impact of budgeting measures on performance of development projects in Kenya; a case of Kenya Youth Employment Projects., using a 5-point Likert scale where 5-Strongly Disagree (SD), 4- Disagree (D), 3-Neutral (N), 4-Agree (A) and 5-Strongly Agree (SA). The results in Table 4.3 the responses had a composite mean of 3.75>3.0 set benchmark. A composite mean greater than the benchmark mean suggest that majority of the respondents agreed that data budgeting measures on the performance of Youth Employment and Opportunities Development Projects in Kenya.

Table 4.8 Budgeting and Performance of youth employment and opportunities development projects in Kenya

Statements (Budgeting)	SD % F	D % F	N % F	A % F	SA % F	Mean	Std deviation
1. Proper budgeting practices has enhanced achievement of the project's goals	6 (3.8 %)	13 (8.3%)	0 (0%)	72 (45.2%)	67 (42.7%)	**4.15**	**1.04**
2. Budgetary control has played a fundamental role in success of the project	6 (3.8%)	13 (8.3%)	3 (1.9%)	70 (44.6%)	65 (41.1%)	**4.11**	**1.05**
3. Budgetary planning has enhanced the financial performance of the project	35 (22.3%)	90 (57.3%)	3 (1.9%)	14 (8.9%)	15 (9.6%)	**2.26**	**1.18**
4. Fund allocation management has resulted to the success of the project.	6 (3.8%)	13 (8.3%)	71 (45.2%)	67 (42.7%)	31 (16.3%)	**4.15**	**1.04**
5. Budget management has influenced the performance of the project	6 (3.8%)	13 (8.3%)	3 (1.9%)	70 (44.6%)	65 (41.4%)	**4.11**	**1.05**
Overall Composite Mean and Std deviation						**3.75**	**1.13**

Source: Researcher (2024)

The findings on Table 4.3 on the first statement that Proper budgeting practices has enhanced achievement of the project's goals had mean of 4.15 and standard deviation of 1.04. According to the number of questionnaires given 157 responded were, 6(3.8%) strongly disagreed, 13(8.3%) disagreed, 0(0%) neutral, 71(45.2%) agreed while 67(42.7%) strongly agreed. These result show that 4.15 is higher than the composite mean of 3.75. The implication of these results to the study is project success was as a result of proper planning. The Standard deviation of 1.04 is lower than the composite standard deviation of 1.13 indicating that there was agreement on the opinion among the respondents. The second statement on budgetary control has played a fundamental role in success of the project had mean of 4.11 and standard deviation of 1.05. According to the number of questionnaires given 157 responded were, 6(3.8%) strongly disagreed, 13(8.3%) disagreed, 3(1.9%) neutral, 70(44.6%) agreed while 65(41.1%) strongly agreed. These result show that 4.11 is higher than the composite mean of 3.75. The implication of these results to the study is project success was as a result of proper planning. The Standard deviation of 1.05 is lower than the composite standard deviation of 1.13 indicating that there was convergence on the opinion among the respondents that budget is very key in implementing any project.

The third statement on Budgetary planning has enhanced the financial performance of the project had mean of 2.26 and standard deviation of 1.18. According to the number of questionnaires given 157 responded were, 35(22.3%) strongly disagreed, 90(57.3%) disagreed, 3(1.9%) neutral, 14(8.9%) agreed while 15(9.6%) strongly agreed. These result show that 2.26 is higher than the composite mean of 3.75. The implication of these results to the study is project success was as a result of proper planning. The Standard deviation of 1.18 is higher than the composite standard deviation of 1.13 indicating that there was divergence on the opinion among the respondents that budgetary planning is very key in implementing any project however majority disagreed with the statement. The fourth statement on Fund allocation management has resulted to the success of the project had mean of 4.15 and standard deviation of 1.04. According to the number of questionnaires given 157 responded were, 6(3.8%) strongly disagreed, 13(8.3%) disagreed, 71(45.2%) neutral, 67(42.7%) agreed while 31(16.3%) strongly agreed. These result show that 4.15 is higher than the composite mean of 3.75. The implication of these results to the study is allocation

of funds brings success to any organization. The Standard deviation of 1.04 is lower than the composite standard deviation of 1.13 indicating that there was divergence on the opinion among the respondents.

The last statement on Budget management has influenced the performance of the project had mean of 4.11 and standard deviation of 1.05. According to the number of questionnaires given 157 responded were, 6(3.8%) strongly disagreed, 13(8.3%) disagreed, 3(1.9%) neutral, 70(44.6%) agreed while 65(41.4%) strongly agreed. These result show that 4.11 is higher than the composite mean of 3.75. The implication of these results to the study is budget management is key to success to any organization. The Standard deviation of 1.05 is lower than the composite standard deviation of 1.13 indicating that there was divergence on the opinion among the respondents.

4.5.2 Inferential Statistics for Data Budgeting and Performance of youth employment and opportunities development projects in Kenya.

Correlation between Budgeting and Performance of youth employment and opportunities development projects in Kenya was computed by means of Pearson`s correlational analyses and Table 4.9 which presents the statistical outputs. The total scores of the scale were computed as a summation of the individual scores on each item by the respondents at 95% level of confidence. The correlation analysis results obtained are shown in Table 4.7

Table 4.9 Correlation between Data Budgeting and Performance of youth employment and opportunities development projects in Kenya

Variable	Statistics	Performance of youth employment and opportunities development projects
Budgeting	Pearson Correlation	0.249**
	Sig.(2-tailed)	0.093
	N	157

*Correlation is significant at 0.05 level (2-tailed)

Source: Author (2024)

The study found a positive correlation 0.249 which was statistically significant as (P-Value=0.093 < 0.05); implying that there is a significant relationship between budgeting and Performance of youth employment and opportunities

development projects in Kenya leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis hence the research results conclude that there is significant relationship between budgeting and Performance of youth employment and opportunities development projects in Kenya

4.5.3 Model summary of Budgeting and Performance of youth employment and opportunities development projects in Kenya

The model sought to determine how budgeting influence Performance of youth employment and opportunities development projects in Kenya. Simple linear regression was adapted to run on both independent and dependent variables correlate. The regression model summary results are presented in Table 4.10.

Table 4.10: Regression Model Summary Table on Budgeting and Performance of youth employment and opportunities development projects in Kenya

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0. 473[a]	0.207	0.046	0.53031

b. Predicator: (Constant), Budgeting

Table 4.11: ANOVA Findings

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Squares**	**F**	**Sig.**
1	Regression	0.391	1	0.391	1.340	0.024 [b]
	Residual	45.249	155	0.292		
	Total	45.640	156			

a. Budgeting and Performance of youth employment and opportunities development projects in Kenya

b. Predictors: (Constant), Budgeting

The Model summary Table 4.10 suggest that there is a positive correlation (R^2=0. 207) between Budgeting and Performance of youth employment and opportunities development projects and those predicted by the regression model.

Table 4.12: Coefficient Findings

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	3.094	0.238		13.014	0.000
	Budgeting	0.090	0.078	0.093	1.157	0.024

b. Independent Variable: Budgeting

Source: Author (2024)

The ANOVA data shows that F=1.340, Budgeting was significant in estimating Performance of youth employment and opportunities development projects since p=0.024<0.05. Thus, the model was fit in predicting dependent variable. The coefficient data shows that holding other factors constant, Performance of youth employment and opportunities development projects would stand at 3.094. A unit rise in the budgeting would lead to 0.095 change in Performance of youth employment and opportunities development projects, given that other factors were held constant. The substituted model is:

Model: $Y= 3.094+0.090X_1+\varepsilon$ where,

Y = Performance of youth employment and opportunities development projects

X_1 Budgeting

ε = Error term.

4.5.4 Discussion on Budgeting and Performance of youth employment and opportunities development projects

Study findings concluded that budgeting as an M&E function greatly influenced project performance at KYEOP which concurs with findings by Schubert and Kristen (2021) who added the components of strategic planning and cost management even though they did not approach budgeting as an aspect of M&E. The study findings are relevant to the subject since they go beyond looking at budgeting as a component that can be driven by other factors such as

time, quality and environment as concluded by Agor (2017) but as a determinant of project performance. The findings are similar to findings by Adolphe and Njenga (2021) and Okotchi et al. (2020) who focused on fund allocation, budget execution and budgetary process as key components of budgeting in delivery of any project. However, this study added the component of timely allocation on budgeting which was indicated to influence project performance to a great extent.

4.6 Findings on Capacity Building and Performance of youth employment and opportunities development projects in Kenya

It was very deemed important to investigate Capacity Building and the findings are indicated in Table 4.13**.**

Statements (Capacity Building)	**SD** **%** **F** **1**	**D** **%** **F** **2**	**N** **%** **F** **3**	**A** **%** **F** **4**	**SA** **%** **F** **5**	**Mean**	**Std deviation**
1. Capacity building practices has influenced the performance of the projects.	9 (5.7 %)	40 (25.5%)	4 (2.5%)	56 (35.7%)	48 (30.6%)	**3.60**	**1.31**
2. Capacity building programs has played an important role in success of projects	33 (21%)	60 (38.2%)	4 (2.5%)	53 (33.8%)	77 (4.5%)	**2.62**	**1.26**
3. Well established capacity building activities has enabled the achievement of the project goals	57 (36.3%)	59 (37.6%)	3 (1.9%)	33 (21%)	5 (3.2%)	**2.17**	**1.22**
4. Regular training of staff and stakeholders has resulted in success of the project.	9 (5.7%)	10 (6.4%)	5 (3.2%)	59 (37.6%)	74 (47.1%)	**4.14**	**1.12**
5. Capacity building techniques shared among stakeholders has enhanced project success	19 (12.1%)	92 (58.6%)	5 (3.2%)	33 (21%)	8 (5.1%)	**2.48**	**1.10**
Overall Composite Mean and Std deviation						**3.00**	**1.20**

4.6.1 Descriptive Data Capacity Building and Performance of youth employment and opportunities development projects in Kenya

There were five items responded to as indicated on Table 4.13 on Capacity Building and Performance of youth employment and opportunities development projects. There were five items responded to as indicated on Table 4.13 on Capacity Building and Training and Performance of youth employment and opportunities development projects. The study aimed to determine the impact of capacity building and training on performance of development projects in Kenya; a case of Kenya Youth Employment Projects., using a 5-point Likert scale where 5-Strongly Disagree (SD), 4- Disagree (D), 3-Neutral (N), 4-Agree (A) and 5-Strongly Agree (SA). The results in Table 4.3 the responses had a composite mean of 3.0=3.0 set benchmark. A composite mean equal to the benchmark mean suggest that majority of the respondents agreed that data capacity building and training enhances the performance of Youth Employment and Opportunities Development Projects in Kenya.

Table 4.13 Capacity Building and Performance of youth employment and opportunities development projects in Kenya

Source: Researcher (2024)

The findings on Table 9. had several responses on the first statement on capacity building practices has influenced the performance of the projects had mean of 3.60 and standard deviation of 1.31. According to the number of questionnaires given 157 responded were, 9(5.7%) strongly disagreed, 40(25.5%) disagreed, 4(2.5%) neutral, 56(35.7%) agreed while 48(30.6%) strongly agreed. These result show that 3.60 is higher than the composite mean of 3.00. The implication of these results to the study is capacity building has increased performance in project implementation. The Standard deviation of 1.31 is higher than the composite standard deviation of 1.20 indicating that there was divergence on the opinion among the respondents.

The responses on the second statement capacity building program has played an important role in success of projects had mean of 2.62 and standard deviation of 1.26. According to the number of questionnaires given 157 responded were, 33(21%) strongly disagreed, 60(38.2%) disagreed, 4(2.5%) neutral, 53(33.8%) agreed while

7(4.5%) strongly agreed. These result show that 2.62 is lower than the composite mean of 3.00. The implication of these results to the study is role played by capacity building in programs has led to project success. The Standard deviation of 1.31 is higher than the composite standard deviation of 1.20 indicating that there was divergence on the opinion among the respondents. The responses on the third statement on well-established capacity building activities has enabled the achievement of the project goals had mean of 2.17 and standard deviation of 1.22. According to the number of questionnaires given 157 responded were, 57(36.3%) strongly disagreed, 59(37.6%) disagreed, 3(1.9%) neutral, 33(21%) agreed while 5(3.2%) strongly agreed. These result show that 2.17 is lower than the composite mean of 3.00. The implication of these results to the study is achievement of the projects were achieved due to proper organization. The Standard deviation of 1.12 is higher than the composite standard deviation of 1.20 indicating that there were divisive respondents.

The responses on the fourth statement on regular training of staff and stakeholders has resulted in success of the project had mean of 4.14 and standard deviation of 1.12. According to the number of questionnaires given 157 responded were, 9(5.7%) strongly disagreed, 10(6.4%) disagreed, 5(3.2%) neutral, 59(37.6%) agreed while 74(47.1%) strongly agreed. These result show that 4.14 is higher than the composite mean of 3.00. The implication of these results to the study is regular trainings perfect the skills of the staff. The Standard deviation of 1.12 is lower than the composite standard deviation of 1.20 indicating that there was agreements of the opinion among the respondents. The responses on the fourth statement capacity building techniques shared among stakeholders has enhanced project success had mean of 2.48 and standard deviation of 1.10. According to the number of questionnaires given 157 responded were, 19(12.1%) strongly disagreed, 92(58.6%) disagreed, 5(3.2%) neutral, 33(21%) agreed while 8(5.1%) strongly agreed. These result show that 2.48 is lower than the composite mean of 3.00. The implication of these results to the study is capacity techniques enhanced project success. The Standard deviation of 1.10 is lower than the composite standard deviation of 1.20 indicating that there were disagreements of the opinion among the respondents.

4.6.2 Inferential Statistics for Capacity Building and Performance of youth employment and opportunities development projects in Kenya.

Correlation between Capacity Building and Performance of youth employment and opportunities development projects in Kenya was computed by means of Pearson`s correlational analyses and Table 4.14 which presents the statistical outputs. The total scores of the scale were computed as a summation of the individual scores on each item by the respondents at 95% level of confidence. The correlation analysis results obtained are shown in Table 4.14

Table 4.14 Correlation between Capacity Building and Performance of youth employment and opportunities development projects in Kenya

Variable	Statistics	Performance of youth employment and opportunities development projects
Capacity Building	Pearson Correlation	0.169**
	Sig.(2-tailed)	0.034
	N	157

**Correlation is significant at 0.05 level (2-tailed)

Source: Author (2024)

The study found a weak positive overall correlation 0.169 which was statistically significant as (P-Value=0.034 < 0.05); implying that there is a significant relationship between Capacity Building and Performance of youth employment and opportunities development projects in Kenya leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis hence the research results conclude that there is significant relationship between Capacity Building and Performance of youth employment and opportunities development projects in Kenya

4.6.3 Model summary of Capacity Building and Performance of youth employment and opportunities development projects in Kenya

The model sought to determine how Capacity Building influence Performance of youth employment and opportunities development projects in Kenya. Simple linear regression was adapted to run on both independent and dependent variables correlate. The regression model summary results are presented in Table 4.15.

Table 4.15: Regression Model Summary Table on Capacity Building and Performance of youth employment and opportunities development projects in Kenya

Model summary					
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	0. 490[a]	0.249	0.086		0.53481

c. Predicator: (Constant), Capacity Building

The Model summary Table 4.15 suggest that there is a positive correlation (R^2=0. 0.249) between Capacity Building and Performance of youth employment and opportunities development projects and those predicted by the regression model.

Table 4.16: ANOVA Summary

ANOVA						
Model		**Sum of Squares**	**Df**	**Mean Squares**	**F**	**Sig.**
1	Regression	1.307	1	1.307	4.570	0.034 [b]
	Residual	44.333	155	0.289		
	Total	45.640	156			

a. Capacity Building and Performance of youth employment and opportunities development projects in Kenya

b. Predictors: (Constant), Capacity Building

Table 4.17: Correlation Coefficient Findings

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	3.911	0.259		15.082	0.000

Capacity Building	0.163	0.076	0.169	2.138	0.034

c. Independent Variable: Capacity Building

Source: Researcher (2024)

The ANOVA data shows that F=4.570, Capacity Building was significant in estimating Performance of youth employment and opportunities development projects since p=0.034<0.05. Thus, the model was fit in predicting dependent variable. The coefficient data shows that holding other factors constant, Performance of youth employment and opportunities development projects would stand at 3.911. A unit rise in the Capacity Building would lead to 0.163 change in Performance of youth employment and opportunities development projects, given that other factors were held constant. The substituted model is:

Model: $Y= 3.911+0.163X_1+\varepsilon$ where,

Y = Performance of youth employment and opportunities development projects

X_1 Capacity Building

ε = Error term.

4.6.4 Discussion on Capacity Building and Performance of youth employment and opportunities development projects

Results from study findings on capacity building concur with Omondi (2016); Konyoo (2017); Muriithi et al (2021); and Kanyi and James (2023) that capacity building generally influenced project performance. Further, this study brought out aspects of capacity building including; capacity building practices, capacity building programs, well established capacity building activities, regular training of staff and stakeholders and capacity building techniques with all indicating to positively influence performance of development projects.

The respondents agreed that capacity building techniques had influenced project performance which concurs with Omondi (2016) and Muriithi et al (2021). The aspect of influence of regular training of staff and its influence on project performance had not been covered by the reviewed literature.

4.7 Findings on Performance of youth employment and opportunities development projects in Kenya

It was deemed important to investigate Performance of youth employment and opportunities development projects and the findings are indicated in Table 4.12**.**

4.7.1 Descriptive Data Performance of youth employment and opportunities development projects in Kenya

There were five items responded to as indicated on Table 4.18 on Performance of youth employment and opportunities development projects

Table 4.18 Performance of youth employment and opportunities development projects in Kenya

Statements (Performance of youth employment and opportunities development projects)	**SD** **%** **F** **1**	**D** **%** **F** **2**	**N** **%** **F** **3**	**A** **%** **F** **4**	**SA** **%** **F** **5**	**Mean**	**Std deviation**
1. All projects' tasks are completed on time.	57 (36.3 %)	75 (47.8%)	3 (1.9%)	14 (8.9%)	8 (5.1%)	**1.99**	**1.09**
2. Project are implemented within budget	13 (8.3%)	13 (8.3%)	4 (2.5%)	60 (38.2%)	67 (42.1%)	**3.99**	**1.24**
3. Project are implemented within schedule	6 (3.8%)	12 (7.6%)	5 (3.2%)	60 (38.2%)	67 (42.1%)	**4.17**	**1.06**
4. All project deliverables are met	6 (3.8%)	13 (8.3%)	0 (0%)	61 (38.9%)	77 (49%)	**4.21**	**1.06**
5. Stakeholder expectations are all met	57 (36.3%)	42 (26.8%)	3 (1.9%)	50 (31.8%)	5 (3.2%)	**2.39**	**1.34**
Overall Composite Mean and Std deviation						**3.35**	**1.15**

Source: Researcher (2024)

Based on the findings on Table 4.1The responses on the fourth statement all projects' tasks are completed on time had mean of 1.99 and standard deviation of 1.09. According to the number of questionnaires given 157

responded were, 57(36.3%) strongly disagreed, 75(47.8%) disagreed, 3(1.9%) neutral, 14(8.9%) agreed while 8(5.1%) strongly agreed. These result show that 1.99 is lower than the composite mean of 3.35. The implication of these results to the study is proper planning enhances timely completion of projects. The Standard deviation of 1.10 is lower than the composite standard deviation of 1.15 indicating that there were disagreements of the opinion among the respondents. The responses on the statement Project are implemented within budget had mean of 3.99 and standard deviation of 1.24. According to the number of questionnaires given 157 responded were, 13(3.8%) strongly disagreed, 13(3.8%) disagreed, 4(2.5%) neutral, 60 (38.2%) agreed while 67(42.1%) strongly agreed. These result show that 3.99 is lower than the composite mean of 3.35. The implication of these results to the study is proper budgeting helps in completion of projects as stipulated. The Standard deviation of 1.24 is higher than the composite standard deviation of 1.15 indicating that there were agreements of the opinion among the respondents.

The responses on the statement Project are implemented within schedule had mean of 4.17 and standard deviation of 1.06. According to the number of questionnaires given 157 responded were, 6(3.8%) strongly disagreed, 12(7.6%) disagreed, 5(3.2%) neutral, 60(38.2%) agreed while 74(47.1%) strongly agreed. These result show that 3.99 is lower than the composite mean of 3.35. The implication of these results to the study is implementation of the study is as scheduled meaning no complaints from the clients. The Standard deviation of 1.24 is higher than the composite standard deviation of 1.15 indicating that there were convergence of the opinion. The responses on the statement all project deliverables are met had mean of 4.21 and standard deviation of 1.06. According to the number of questionnaires given 157 responded were, 6(3.8%) strongly disagreed, 13(8.3%) disagreed, 0(0%) neutral, 61(38.9%) agreed while 77(49%) strongly agreed. These result show that 4.21 is higher than the composite mean of 3.35. The implication of these results to the study is implementation of the project is performed as scheduled meaning no complaints from the clients. The Standard deviation of 1.24 is higher than the composite standard deviation of 1.15 indicating that there were convergence of the opinion.

The responses on the statement Stakeholder expectations are all met had mean of 2.39 and standard deviation of 1.34. According to the number of questionnaires given 157 responded were, 57(36.3%) strongly disagreed, 42(26.8%) disagreed, 3(0%) neutral, 50(31.8%) agreed while 5(3.2%) strongly agreed. These result show that 4.21

is higher than the composite mean of 3.35. The implication of these results to the study is when the expectations of the stakeholder is met there is good relationship. The Standard deviation of 1.24 is higher than the composite standard deviation of 1.15 indicating that there were convergence of the opinion.

4.8 Diagnostic Tests

Before conducting correlation and regression analysis to answer the research questions, this study first examined some diagnostic tests to demonstrate whether the data fitted the study model.

4.*8*.1 Test of Normality

Using the Kolmogorov-Smirnov and Shapiro-Wilk tests, this study assessed whether data were normally distributed to perform regression analysis. The findings in Table 4.19 indicated that both tests displayed significance values greater than .05. The study, therefore, concluded that data were normally distributed

Table 4.19: Test of Normality Results

	Test of Normality					
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Performance of Development Projects	.096	95	.114*	.966	68	.102

**. This is a lower bound of the true significance

a. Lilliefors significance correction

Source: Researcher (2024)

4.*8*.2 Test of Autocorrelation

The study used the Durbin-Watson statistic to test autocorrelation in the residuals from a regression analysis. Drawing from the results of the multiple linear regression model, the study established Durbin-Watson d = 1.647 as shown in Table 4.20, which is between the two critical values of $1.5 < d < 2.5$. This confirmed that there are no problems of autocorrelation in the data.

Table 4.20: Test of Autocorrelation

Durbin-Watson test from Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.643[a]	.413	.402	.3827130	1.711

Source: Field Data (2024)

Note. The table illustrates the autocorrelation test results which measured the degree of similarity between values of the same variables over the study period.

a. Predictors: (Constant), Planning mechanisms, budgeting measures and Capacity Building and Training

b. Dependent Variable: Performance of Development Projects in Kenya

4.*8*.3 Test of Multicollinearity

The study also examined the multicollinearity test using the Variance Inflation Factor (VIF) to establish whether there exists a correlation between the three predictor variables of the study. The findings in Table 4.21 presented VIFs < 5 for each variable. This confirmed that there were no multicollinearity issues. That is, no correlation between the predictor variables.

Table 4.21: Test of Multicollinearity

Variables	Collinearity Statistics		
	Sig.	Tolerance	VIF
Performance of Development Projects	.000		
Planning Mechanisms	.015	.683	1.463
Budgeting Measures	.035	.702	1.424
Capacity Building and Training	.000	.728	1.374

Source: Researcher (2024)

Note. The table displays multicollinearity results that showed there are no problems of correlation between the independent variables

4.*8*.4 Test for Heteroscedasticity

The classical linear regression model (CLRM) operates under the assumption that the error term possesses homoscedasticity, meaning it maintains a consistent variance. When the variance of the error term is not constant, it indicates heteroscedasticity within the data. Failing to address heteroscedasticity when running a regression model can lead to biased parameter estimates. According to Patel & Patel (2019), heteroscedasticity manifests when the standard deviation of a variable fluctuates over time. A crucial prerequisite for the linear regression model is homoscedasticity, implying the variance of the residual term should be constant over time. In this study, a test for heteroscedasticity was carried out using Breusch-Pagan and the results shown in table 4.12. The guiding criterion decision is that;

H_0: data is homoscedastic ($P>0.05$)

H_1: data is heteroscedastic ($P<0.05$).

The study findings indicated that the P-value was greater than 0.05 i. e 0.112>0.05. Therefore, the null hypothesis (H_0) that the data is homoscedastic was accepted and the conclusion was made that there was homoscedasticity in the data. This satisfies the assumption of regression hence the data was perfect for conducting inferential statistics.

Table 4.22 Heteroscedasticity Test

Model		Test Statistic	Df	P-Value.
1	Regression	0.966	4	.112[b]

Source: Researcher (2024)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The current chapter provides a summary and explanation of the data analysis outcomes. Along with suggestions and possible directions for future study, this chapter's conclusions also include conclusions and summaries.

5.2 Summary of Findings

The findings are hereby summarized based on the research objectives.

5.2.1 Planning and project performance of development projects in Kenya

The descriptive analysis revealed that the overall composite mean for the six items was 3.36 and standard deviation of 1.42 which implied that most of the respondents agreed that Planning influence project performance of development projects in Kenya. The correlation coefficient was 0.108 which implied that Planning had a weak positive relationship with project performance of development projects in Kenya ($p=0.007 <0.05$). This led to the rejection of the null hypothesis because there was strong evidence to conclude that planning influenced project performance of development projects in Kenya

5.2.2 Budgeting and project performance of development projects in Kenya

The descriptive analysis revealed that the overall composite mean for the seven items was 3.75 and standard deviation of 1.13 which implied that most of the respondents agreed that budgeting and project performance of development projects in Kenya. The correlation coefficient was 0.249 which implied that budgeting had a weak positive relationship with project performance of development projects in Kenya ($p=0.093 <0.05$). This led to the rejection of the null hypothesis because there was strong evidence to conclude that budgeting influenced project performance of development projects in Kenya

5.2.3 Capacity building on the project performance of development projects in Kenya

The descriptive analysis revealed that the overall composite mean for the items was 3.00 and standard deviation of 1.12 which implied that most of the respondents agreed data collection increased and to assess the influence of Capacity building on the project performance of development projects in Kenya. The correlation coefficient was 0.169 which implied that Capacity building had a weak positive relationship with project performance of development projects in Kenya ($p=0.034 <0.05$). This led to the rejection of the null hypothesis because there was strong evidence to conclude that Capacity building influenced project performance of development projects

5.3 Summary of the Findings

From the study, concludes that;

In the first objective, the study sought to determine how Planning influence project performance of development projects in Kenya. The findings generated from both descriptive and inferential analysis leads to the conclusion that Planning influence project performance of development projects in Kenya

The second objective, to examine the influence of Budgeting and project performance of development projects in Kenya the findings generated from both descriptive and inferential analysis leads to the conclusion that provision of Budgeting influence project performance of development projects in Kenya

The third objective, to assess the influence of capacity building on the project performance of development projects in Kenya. The findings generated from both descriptive and inferential analysis leads to the conclusion that capacity building on the project performance of development projects in Kenya.

5.4 Recommendations from the Findings

The following recommendations are based from the findings as per the variables and conclusions of the study.

5.4.1 Recommendation for Practice

Project implementers need to improve on the practices of planning and involve all the stakeholder and satisfy the clients by giving quality products services. Based on the study results under the first objective, regular and

continuous monitoring of projects proved to be effective in driving timely completion of projects. This points to the need for institutionalizing regular and continuous monitoring in development projects to enhance completion time. Institutionalizing regular and continuous monitoring means documenting the project monitoring processes to be used as standard guidelines and procedures in any development project. To strengthen this, project managers and leadership teams need to facilitate documentation of lessons and best practices for monitoring processes which will be useful in future development projects and replicating to other institutions.

5.4.2 Recommendation for Policy

National and local government's need to formulate policies and laws that govern implantation of projects to avoid delay and low-quality end product. The descriptive study findings on participants' opinion on level of influence of capacity building pointed to a majority opinion (54%, n=91) that the variable influenced performance of projects at KYEOP to some extent. This calls for the need for a policy framework for capacity building plans and processes at KYEOP to ensure that the intended impact and change is achieved.

5.4.3 Recommendation for Methodology

To gain deeper insight into the holistic interactions between the factors, this needs to be considered in future approaches. Future techniques must also triangulate different ways to communication techniques, leadership techniques, and data utilization strategies

5.5 Suggestions for Further Study

The current study recommends more studies to be carried out on the areas which were not included in the current study like, data collection for M&E, routine program and utilization of results which are in line with the steps of monitoring and evaluation process. While results from the descriptive analysis and some statistical tests pointed to a positive relationship between both budgeting and capacity building, Pearson Chi-square tests resulted in the study failing to reject the null hypotheses for both budgeting and capacity building. Further research is required to illuminate in dynamics and aspects of budgeting and capacity building in relation to project performance.

There is need for in depth analysis and investigation on the specific aspects of regular and continuous monitoring processes and activities that actually impact performance of development projects. This means critical analysis on the tasks, players, resources, time, technology and competencies involved in order for regular and continuous monitoring processes to drive performance of development projects.

Finally, findings of the regression analysis pointed to the three variables accounting to a total of 16.7% of the change in performance of development projects in KYEOP. This means that more research is required to explore the contribution of other tenets and elements of monitoring and evaluation including data use, data and reporting, organizational learning and monitoring of standards and procedures. The other areas include investigating how key stakeholders including the youth are involved in the planning process for development projects. This is a key area of interest as emphasized by not only the stakeholders' theory but also the current global focus on public participation as a key and essential element of development.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I am a postgraduate student of Africa Nazarene University, Kenya; in the Master of Arts in Monitoring and Evaluation (MME) Program. In order to complete my program, I am conducting research entitled **INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF DEVELOPMENT PROJECTS: A CASE STUDY OF KYEOP**. Therefore, kindly complete the attached questionnaire with accurate information as possible. This information will be used entirely for academic purposes while observing utmost confidentiality.

Your assistance is highly appreciated. Thank you in advance.

Yours Faithfully,

RUTH WAMBUI KINUTHIA

Appendix II: Research Questionnaire

This questionnaire has been formulated to establish the influence of monitoring and evaluation practices on performance of development projects a case study of KYEOP. The data collected will be applied for academic purposes, and will be handled with utmost confidentiality. Please fill it appropriately.

Section A: Background Information

1. Please indicate your gender
   - Male [ ]
   - Female [ ]
2. Please indicate your age in years
   - 20- 30 [ ]
   - 31-40 [ ]
   - 41-50 [ ]
   - 51 Years and above [ ]
3. Please indicate your level of education
   - Diploma [ ]
   - Degree [ ]
   - Master's Degree [ ]
   - PhD [ ]
   - Others [ ]
4. Please indicate your position in level organization
   - Top management [ ]
   - Middle management [ ]
   - Lower management [ ]
   - Consultant [ ]
5. Kindly indicate the duration you have worked in this project
   - Less than 1 year [ ]
   - Between 1-2 years [ ]
   - Between 3 -5 years [ ]
   - Over 5 years [ ]

Section B: Planning and Project Performance

6. Please rate the level of influence of planning on the performance of KYEOP project?
   Little or No Extent [ ] To some extent [ ] Great Extent [ ]
7. On a scale provided below, please rate the following statements regarding M & E planning as it applies to the performance of KYEOP project. **SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, and SA = Strongly Agree.**

Section C:

No:	Statement	SD	D	N	A	SA
B1	Project planning has enhanced the project's success					
B2	Effective coordination of activities has enabled the achievement of projects goals					
B3	Regular and continuous monitoring has resulted to timely completion of the project					
B4	Planning processes have positively resulted to success of the project.					
B5	Proper project planning practices has influenced the performance of the project					

Budgeting and Project Performance

8. Please rate the level of influence of budgeting on the performance of KYEOP project?
   Little or No Extent. [ ] To some extent [ ] Great Extent [ ]
9. On a scale provided below, please rate the following statements regarding M & E budgeting as it applies to the performance of KYEOP project. **SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, and SA = Strongly Agree.**

Section D:

No:	Statement	SD	D	N	A	SA
C1	Proper budgeting practices has enhanced achievement of the project's goals					
C2	Budgetary control has played a fundamental role in success of the project					
C3	Budgetary planning has enhanced the financial performance of the project					
C4	Fund allocation management has resulted to the success of the project.					
C5	Budget management has influenced the performance of the project					

Capacity Building and Project Performance

10. Please rate level of influence of capacity building on the performance of KYEOP project?

Little or No Extent. [ ] To some extent [ ] Great Extent [ ]

11. On a scale provided below, please rate the following statements regarding capacity building as it applies to the performance of KYEOP project.

SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, and SA = Strongly Agree.

Section E: Project

No:	Statement	SD	D	N	A	SA
D1	Capacity building practices has influenced the performance of the projects					
D2	Capacity building programs has played an important role in success of projects					
D3	Well established capacity building activities has enabled the achievement of the project goals					
D4	Regular training of staff and stakeholders has resulted in success of the project.					
D5	Capacity building techniques shared among stakeholders has enhanced project success					

Performance

12. On a scale provided below, please rate the following statements regarding project performance.

SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, and SA = Strongly Agree.

No:	Statement	SD	D	N	A	SA
E1	All projects' tasks are completed on time					
E2	Project are implemented within budget					
E3	Project are implemented within schedule					
E4	All project deliverables are met					
E5	Stakeholder expectations are all met					

The End

Thank You

Appendix III: Authorization Letter



26th June, 2023

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

Our Ref: **20JO1DMME019**
The Director,
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:
RE: RESEARCH AUTHORIZATION FOR: RUTH WAMBUI KINUTHIA
20JO1DMME019
Madam Ruth Wambui Kinuthia is a postgraduate student of Africa Nazarene University in the Master of ARTS IN MONITORING AND EVALUATION (MME) program.
In order to complete her program, Ruth is conducting research entitled: **INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON THE PERFORMANCE OF DEVELOPMENT PROJECTS: A CASE OF KENYA YOUTH EMPLOYMENT AND OPPORTUNITIES PROJECT**
Any assistance offered to her will be highly appreciated.

Yours Faithfully,

Dr. Wanjiru Nderitu

MME, Coordinator,

School of Business Studies,

Appendix IV: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **656219**

Date of Issue: **16/August/2023**

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Appendix V: Map of Study Area

