

**MONITORING AND EVALUATION SYSTEMS AND STRATEGIC PLAN
IMPLEMENTATION WITHIN STATE CORPORATIONS IN NAIROBI CITY
COUNTY, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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UNIVERSITY**

DECEMBER, 2025

DECLARATION

This research project is my original work and has not been presented for an award in any other university.

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I confirm that this research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project is my dedication to my family for their spiritual, financial support and the continuous encouragement throughout my studies.

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ABBREVIATIONS AND ACRONYMS

ADC	Agricultural Development Corporation
AFC	Agricultural Finance Corporation
ANOVA	Analysis of Variance
GIS	Geographic Information Systems
GOK	Government of Kenya
HFCK	Housing Finance Company of Kenya
IDB	Industrial Development Bank
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology, and Innovation
PCEA	Presbyterian Church of East Africa's
PIMS	Project Implementation Management System
RBV	Resource-Based View
SPSS	Statistical Package for the Social Sciences
TOC	Theory of Change

OPERATIONAL DEFINITION OF TERMS

Data Gathering Efficiency:	Effective data collection is the efficient gathering of information needed to assess how well project goals are being met and pinpoint areas that need improvement. It can be measured by survey, data accuracy and data clarity.
Data Reporting:	data reporting is the process of arranging, evaluating, and presenting data in a logical and systematic manner. It entails turning raw data into information that can be utilized to track performance, spot trends, and make wise decisions. Its proxies include; data visualization, data validation and data summarization.
Feedback Mechanism:	Feedback mechanisms are procedures or systems that let people or groups offer criticism, recommendations, or grievances to an entity or to a person. They act as a conduit for information, allowing ideas and information to be shared between the company and its stakeholders. Indicators includes; satisfaction ratings, suggestion boxes and media engagement
Monitoring and Evaluation:	Monitoring and Evaluation (M&E) constitutes a structured methodology employed to systematically track advancements, quantify results, and evaluate the efficacy of programs, projects, or initiatives.
State Corporations	State corporations are government-owned and run businesses created to carry out particular business or public service tasks on the government's behalf.

Strategy Implementation:

Strategy implementation deals with the systematic execution of plans and strategies aimed at attaining defined objectives. It can be measured by, resource allocation, operational efficiency and implementation outcome.

Strategic Plan:

A strategic plan is an in-depth report that describes a business's long-term aims and objectives together with the methods and approaches it employed to reach them. It acts as a road map for the company, directing how decisions are made and resources are distributed. Indicators include; data gathering, data reporting and feedback mechanism.

ABSTRACT

State corporations are government-owned businesses, boards, or organizations that assist the government in carrying out some crucial tasks and are significant participants in the provision of public services. Most governments have formed State Corporations to assist social and economic growth globally. The Government of Kenya has acknowledged the importance of state corporations for development since the country's independence to accelerate social and economic advancement, address regional economic imbalances, and increase the economic participation of Kenyans hence, the functioning of Kenyan State Corporations is crucial for the nation's macro- and microeconomic development. Despite the critical role of state corporations in Kenya's development, inefficiencies in strategic plan implementation persist due to inadequate monitoring and evaluation systems, as evidenced by financial losses exceeding KSh 10 billion. This investigation aims at determining the effects of monitoring and evaluation systems on the implementation of strategic plan within state corporations in Nairobi City County, Kenya. The investigation was in specific assess the effects of data collection efficiency, data reporting and feedback mechanism on the implementation of strategic plan within state corporations in Nairobi City County, Kenya. The investigation was guided by theory of change, stakeholder, and systems theory. A descriptive study design guided the suggested assessment. The target population for the present investigation was the 248 state corporations within Nairobi City County Kenya as at 2023. The units of analysis were the state corporations whereas the units of observation were the heads of the state corporations in the 248 state corporations. Employing a stratified random sampling approach, responses was generated randomly from amongst the heads of the corporations totaling one hundred and fifty-three 154 respondents. Primary data was gathered using the drop and pick method and the instrument that was utilized was structured questionnaires. Prior to the primary data collection, a 20-person pilot study was done to assess the investigation's validity and reliability. The reliability of the instrument was tested using Cronbach's alpha and a cut-off point of 0.7 was adopted as the threshold for reliability. Data was analyzed using descriptive and inferential statistics and depicted using tables, graphs and charts. To ensure the validity and reliability of our regression estimates, the study implemented the following diagnostic tests; multicollinearity, heteroscedasticity, autocorrelation, and normality. This study strictly adhered to all established ethical guidelines for research which include seeking the consent of participants before conducting the survey, in compliance with institutional review board requirements and national research ethics standards. Findings revealed that data collection efficiency has an inverse and insignificant effect on strategic plan implementation. The outcome also noted that data reporting demonstrated a positive and significant effect on strategic plan implementation. Feedback mechanism designated a significant positive effect on strategic plan implementation within state corporations in Nairobi City County, Kenya. The study recommends that the state-owned enterprises need to put in place standardized, institutionalized, timely, and open procedures for reporting data. These procedures should provide for the availability in real-time of performance data for all relevant managerial levels. This effort should include applying technology-based reporting systems that would enhance data visualization as well as communication in order to allow for constant tracking and adjustment of performance by managers as needed.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation (M&E) systems have occurred to be invaluable processes globally to ensure effective execution of strategic plans by the entities of the public sector. These systems help in systematic monitoring of progress hence allowing the organisations to align resources with objectives and also cope with changes in the volatile environments. In developed economies, including North America and Europe, M&E frameworks are becoming a normal part of the strategic planning process to improve accountability and performance results. As an example, Sustainable Development Goals (SDGs) of the United Nations highlight the importance of effective M&E in keeping an eye on global strategic initiatives, and accordingly, it is stated that out of 100 cases, insufficient systems are presented and lead to failure of implementation in 70 -100 cases (United Nations, 2015). This international outlook sheds light on how M&E does not only help to spot the deviations of the planned paths but also promotes the use of evidence to make decisions, which strengthens the implementation of a strategic plan in various industries (Mackay, 2017).

The need of efficient M&E is even enhanced in the international development cases where strategic plans usually involve a variety of stakeholders and require strict management. Comprehensive M&E strategies are encouraged by organisations like the World Bank to measure the effectiveness of programmes, and they state that effective systems can enhance the levels of implementation success by up to 50 per cent by taking corrective steps in a timely manner (World Bank, 2018). Resource constraints and inaccurate data are some of the challenges faced globally that hinder the effectiveness

of M&E, resulting in inefficient strategic performance (Bamberger, Vaessen, and Raimondo, 2016). This highlights how M&E is very important when it comes to closing the gap between strategic formulation and implementation so that the objectives of the public sector can be translated into actual outcomes (Kusek & Rist, 2004).

In Africa, M&E systems are faced with specific obstacles considering the socio-economic uncertainties, but they still play a central role in supporting the implementation of strategic plans in the state institutions. Governments on the continent are struggling to deal with uncoordinated M&E systems that usually lead to the halting development agenda. The Government-wide Monitoring and Evaluation System (GWMES) in South Africa is an example of a structured process, in which M&E has been integrated within the national strategic planning in order to be more effective in the delivery of services and accountability (Department of Performance Monitoring and Evaluation, 2011). Nevertheless, assessments show that insufficient institutionalisation causes implementation loopholes and only 40% of strategic plans are attained to their intended purpose (Goldman et al., 2018). Likewise, in West African countries like Ghana, the public-sector M&E systems were associated with better strategic implementation, though they were often compromised by the political interests (Ahenkan, Tenakwah, & Bawole, 2018).

African regional agencies, including the African Union, also identify M&E as a foundation of Agenda 2063, which will promote sustainable development by means of monitored strategic initiatives (African Union, 2015). Research indicates that the lack of proper M&E is one of the factors in the failure of more than 60 percent of the public-sector strategies across the continent, worsened by capacity shortage and information silos (Mapitsa & Ngwabi, 2022). This geographic prism describes that the well-

implemented M&E systems can reduce risks linked to strategic implementation and foster resilience in the environments that have limited resources (Basheka and Byamugisha, 2015).

The implementation of strategic plan in the public sector in Kenya has been supported by the national policy of M&E, but there are still challenges that prevent the best results. The National Integrated Monitoring and Evaluation System (NIMES) is also founded on the vision 2030 and aimed at harmonising the M & E activities among the government entities in order to help them to monitor the strategic milestones (Government of Kenya, 2007). Nevertheless, as it is reported, not all state corporations implement their strategic plans to the fullest, which is usually explained by the lack of unity in M&E practises (Kenya Institute for Public Policy Research and Analysis, 2019). In the devolution framework, M&E has now taken a pivotal role in synchronising national and county-level plans, and it is being indicated that well-established systems help increase the efficiency of implementation by 35 percent (Mokua & Mungai, 2022).

Kenya state corporations which are critical to the economic development are dependent on M&E to help them walk the budgetary tight-rope walk as well as regulatory pressure when implementing their strategies. Studies have pointed to poor M&E resulting in cost overruns and project delays, with a 2023 audit finding that less than 60% Salvador has implemented (Office of the Auditor General, 2023). The performance contracting further strengthens the importance of M&E in becoming accountable, and the gaps in data utilisation do not disappear (Ngunju, 2020). This national framework unveils M&E as the key to strategic success, but systemic vulnerabilities hinder its potential to the fullest (Muchelule, 2018).

In Nairobi City County, state corporations can be seen with acute vulnerabilities in strategic plan execution where urban complexities increase M&E requirements. Organisations like Nairobi Metropolitan Services are struggling with the fast population increase and infrastructure requirements, which makes a good M&E a must to be strategically aligned (Nairobi City County, 2022). Research shows that bad M&E leads to 45 per cent of the doom in implementation in Nairobi-based parastatals, linked in most cases to inadequate feedback mechanisms (Mokaya and Kanyagia, 2023). Without stringent scrutiny the strategic plans of the county with a view to sustainable urban development merely collapse as the example of projects that are not pursued in the transport and water sectors (Kenya National Bureau of Statistics, 2021). The use of M&E systems is underused in Nairobi, causing misbalanced resources and the failure to meet the goals in state corporations (Nyakwara and Mbithi, 2024). This localised situation underscores the importance of improved M&E to result in implementation efficacy, which responds to inefficiencies that weaken the delivery of public services (Wambugu, 2010). The interaction between M&E and strategic implementation in state corporations in Nairobi, therefore, deserves more research to promote resilient governance.

1.1.1 Monitoring and Evaluation Systems

Processes for monitoring and evaluating are organized actions that make up an essential component of any undertaking's preparation phase that requires implementation and they are continuous procedures that any firm could have to deal with (Joram, 2019). Organizations frequently establish and implement monitoring and evaluation (M&E) procedures to ensure that work is completed on schedule and to inform management of the status of activities required to carry out organizational initiatives. When monitoring and evaluation are done well, they serve as a tool for the institution to manage projects

successfully and effectively, which creates a solid foundation for evaluation (Humphrey, 2021). All decisions made by any corporation, especially at the management level, are influenced by effective monitoring and evaluation, which has an effect on service delivery. Effective planning techniques, suitable criteria, and responsibility are all essential elements of a successful M&E system (Obino, 2021). The main responsibility of the unit in charge of overseeing all M&E implementation at any given level is to coordinate all related activities. Feedback systems, data reporting, and efficient data collection are examples of M&E components. Some organizations opt to outsource these services, while others prefer to have an internal organ handling their M&E responsibilities (Richard, 2019). This study adopted data collection efficiency, data reporting and feedback mechanism as proxies of M&E. Each of the elements of M&E was discussed in the next few paragraphs.

Efficient data collection is essential for monitoring and evaluation because it provides the information needed to assess how well project goals are being met and pinpoint areas that need improvement. By collecting and analyzing reliable and accurate data, organizations can improve their performance and make informed decisions (UNISDR, 2020). Developing a thorough plan for assessing organizational effectiveness through effective data gathering, data processing and incorporating M&E into the decision-making process are suggested as essential measures to overcome the challenges related to implementation of organizational plans (Strydom, 2019). Kabonga (2019) observed that monitoring constitutes a perpetual function that supplies management and key stakeholders involved in a developmental intervention with critical information regarding the degree of advancement, the achievement of goals, and the application of monies allotted. Monitoring is characterized as an unceasing process that entails the systematic gathering of data pertaining to designated proxies. This underscores the

notion that monitoring is an everyday responsibility that persists over time, with the success of the initiative being contingent upon the efficacy of data collection. Although improperly obtained data are helpful for analysis and mitigation planning, they typically have low spatial precision, contain preventable errors, and take a significant amount of effort to reformat digitally. Therefore, a survey method that creates spatially precise position coordinates and electronically records data using Personal Data Assistants (PDAs) can be used to increase accuracy and efficiency (Prior, Mather, Ford, Bywaters & Campbell, 2020). To measure efficient data gathering surveys, data accuracy and data clarity was utilized.

An important component of M&E is data reporting, which comprises the prompt, methodical dissemination of crucial information at regular times. A few examples of this data are accomplishments made toward objectives, remarks from small groups, opinions and recommendations from panels and hearings, document evaluations, records, and simulations. Data reporting is essential for tracking project goals, directing decision-making, ensuring accountability, and improving plans and efforts (Humphrey, 2021). In order to achieve accountability for making well-informed policy decisions, Bruno & Kennedy (2018) contend that monitoring and evaluation procedures through efficient reporting are crucial. Monitoring and evaluation procedures are thought to be a component of design programs that ensured rational reporting connecting desired outcomes and accountability. Despite that, M&E is an important instrument for strategic learning since it shed light on how well goals and performance requirements are being met. The utility of M&E information is frequently hampered by the mismatch between strategic decision-making and M&E reporting (Strydom, 2019). There is thus need to look into effective data management and reporting to ensure effective strategy implementation. Visualization, validation, and summary are interrelated procedures

that support efficient data analysis and decision-making and can be used to accomplish data reporting (Healy, 2024). While summarization distills vast datasets into essential insights, data validation guarantees data correctness and dependability. Through visual representations, data visualization improves data interpretation and makes difficult information understandable. These findings are then presented in a clear and useful way through data reporting. Organizations can use data to inform decisions and accomplish their objectives by skillfully integrating these components. This study adopted data validation, summarization and visualizations as proxies of data reporting

Within the context of M&E, feedback is a technique that facilitates the exchange of knowledge and information and is used to confirm the attainment of objectives or evaluate overall progress made toward objectives. Conclusions, findings, recommendations, and experience-based learning are examples of possible feedback (UNISDR, 2020). According to Juan & Rist (2019), well-known monitoring and evaluation mechanisms should also make sure that a strong local capacity can be used throughout the program cycle and that community engagement results in an effective feedback system. This meant that the organizations implementing monitoring and evaluation systems ought to think about incorporating the community in both the process of the project and in identifying the requirements of the community that would benefit from it. For firms to obtain insightful information and enhance the execution of strategic plans, feedback methods including suggestion boxes, media participation, and satisfaction ratings are essential (Liang, Zhang, Cao, Wang, Ding, Yang & Zou, 2024). Organizations can increase customer satisfaction, obtain insightful information, and enhance brand reputation by putting these processes into place.

1.1.2 Strategic Plan Implementation

Putting strategic plans into action is the cornerstone of business strategy and a managerial instrument that gives businesses greater autonomy over their resources and the ability to respond to changing circumstances. It also helps them cope with future events in an efficient and effective manner (Shaker, *et al* 2020). The process of putting a strategic plan into practice includes a thorough examination of the competitive environment in which a business operates, the definition of strategic goals, the creation of workable plans, and the distribution of resources with the intention of increasing the likelihood that those goals are accomplished (Atenya, 2018). The public sector's strategy implementation is a contentious topic globally, with proponents and opponents both acknowledging the difficulties in measuring the implementation strategic initiatives within organizations (Kamaku *et al*, 2021).

The implementation of a strategic plan deals with the systematic execution of plans and strategies aimed at attaining defined objectives (Khandelwal, Kumar, Madhavan & Pandey, 2020). This process encompasses a deliberate series of actions designed to fulfill organizational goals through the allocation of resources. It entails the active application of the selected strategy and the necessary adjustments to ensure successful outcomes. Hence measuring how effective a strategic plan is executed can be done by checking the outcome vis-à-vis the projected target. Implementation can be measured by the efficiency of operation. According to Tawse and Tabesh (2021), strategy implementation ought to be operations-focused, with one of the main goals being to strategically carry out the enhancement of core business activity performance. Friesl, Stensaker and Colman (2021) measured the strategy's implementation by concentrating on the organization's internal activities examining percentages in production changes to compare internal operations following the implementation of strategic plans.

Kabeyi (2019) has noted that an organization can only successfully accomplish its goals through strategy when execution is carried out with aptitude. Strategic failures can be connected to inadequate strategy execution; therefore, implementation should involve resource allocation operational efficiency which should clearly indicate that what had been budgeted for was used as anticipated to some extent. Meaning that implementation can be measured from the perspective of effective resource allocation (Hassan, 2024). Allocating resources is essential to implementing a strategy as any activity that needs strategies in order to be implemented needs some kind of resource and implementing strategies with an emphasis on efficient resource use can increase the likelihood of achieving well-thought-out strategic plans (Frieslet *al*, 2021). Implementing a plan can also be measured through effective institutionalization and operationalization which is gauged by how well the operation runs. The process of operationalizing a plan involves preparing it for action or operation, which in turn prepares it for implementation. Effective operations include breaking down long-term company goals into functional short-term goals, defining individual deed plans to accomplish the goals, and constructing an administrative plan of action (Mutuku, 2021). Transformation of planned goals into actual procedures and actions is the purpose of strategy implementation, and the results aid in determining whether the plan was successful or not. Since it is how businesses achieve their goals, a good strategy implementation process must continuously accomplish the firm's objectives as indicated by the outcome (Reddy & Smith, 2022). This study thus measured implementation of strategic plan using resource allocation, operational efficiency and implementation outcome.

1.1.3 State Corporations in Nairobi City County, Kenya

State corporations (SCs) are businesses run by the government, with a state-established organizational hierarchy. State corporations, often known as State Owned Enterprises

(SOEs), are established under national or state legislation as distinct legal organizations with rights and obligations different from those of its members. On behalf of the state, which is the owner, the entities take on undertakings (Goga,2023). These corporations' legal stances range from being a government agency to being a stock firm in which the state is a regular shareholder. Governmental organizations established to achieve solely non-financial goals are also included (Atoki, Dxit & Atoki, 2024).The emergence of State Corporations in Kenya has followed a similar path to other African nations. One can trace the origins of SOEs to their independence. Finance Company of Kenya (HFCK), Agricultural Development Corporation (ADC), Development Bank (IDB), Agricultural Finance Corporation (AFC), and Industrial Housing are a few of the companies that were founded in the early 1960s. The government has passed a number of laws and policy directives to aid in the formation and efficient operation of these corporations. In an effort to expedite state participation in public investment, Sessional Paper Number 10 was released in 1965 (RoK, 1965). The State Corporation Act (Cap 446) was passed on November 1st, 1986, to provide guidelines for the formation and operation of State Corporations throughout the nation (Kiboi, 2019). The State Corporation legislation, a parliamentary legislation, governs the establishment of state businesses in Kenya. The act describes the control and regulations of state corporations and provides for their establishment. Additionally, the statute defines a SCs as a corporate entity created by a parliamentary act or any other written law (Atenya,2018). GoK affirmed the significance of SCs for development since the country's independence in order to accelerate social and economic advancement, address regional economic imbalances, and increase the economic participation of Kenyans (Mwangi, Kariuki & Muturi,2020). It signified the beginning of government spending on business, agriculture, and other sectors of the economy. With state corporations expanding into

non-strategic economic areas like textiles, sugar, medicines, radios, batteries, alcohol, cars, and footwear, among others, the importance of SCs in Kenya has grown dramatically during the post-independence era (Kibet &Gekara, 2019).

According to their mandate and primary functions, Kenya's state corporations are separated into eight major functional categories. These include: Public universities, commercial/making companies, regulatory companies, training and research companies, service companies, regional development agencies, tertiary education, and training companies. In order to fulfill the Public Service's role in achieving Vision 2030, the Kenyan government created a public sector transformation strategy. This dynamic process is perceived as the beginning of a more unified, long-term strategy to change and a shift for the public sector. The administration introduced a number of initiatives to boost state businesses' productivity and public service efficiency, but their execution hasn't been the best (Atenya, 2018). State Corporations are concentrated throughout NairobiCity County (NCC). The majority of state corporations in Kenya are located inNCC,Kenya, many of which are in charge of vital industries like infrastructure, healthcare, education, and energy. Nevertheless, state corporations in NCC, Kenya, have been dealing with a number of issues, such as stewardship, and poor management (Kimani &Achuora, 2024).

1.2 Statement of the Problem

The functioning of Kenyan State Corporations is crucial for the nation's macro- and microeconomic development. Compared to now, this industry has the potential to have a larger favorable impact on Kenya's economy (Mwangi, Kariuki & Muturi,2020). Kenya's business climate has seen rapid changes. These modifications include the government's quickening pace at formulating economic reforms, the opening up of the markets and economy, the removal of price restrictions, the privatization and commercialization of the public sector, and a rise in competition. State businesses organizations operating in Kenya are continually forced to adjust to these changes through the development and implementation of effective strategies in order to stay competitive (Kiboi, 2019). However, inadequate administration of public resources resulted in a nearly complete breakdown of infrastructure and a reduction in output. Relatively little discipline was observed in the administration and application of policies, and several state firms that had previously enjoyed success—such as Kenya National Assurance and Kenya Taxis Company, or KENATCO—went bankrupt (Kiboi, 2019).

Since many of the policies in state corporations were primarily focused on reaching specified targets, the majority of state corporations in Nairobi City County, Kenya have shown to be mostly unsuccessful and inefficient in attaining their strategic objectives. Most of the time, these initiatives fell short of giving adequate space or time to put into place a sophisticated framework focused on institutional growth and capacity building (Yego & Nderui,2024). Kenyan state corporations are grappling with significant financial mismanagement, debt, and operational losses. Kenya's Auditor-General Report (2019-2020) revealed widespread misuse of public funds by state corporations, with over KSh 10 billion lost to fraud, hindering government projects. Financial

analysis in 2023 indicated that many state corporations face weak performance, high debt (KSh 382 billion shortfall), and liquidity issues, prompting privatization considerations. By 2020/21, these corporations had accumulated KSh 211 billion in arrears, with liabilities exceeding assets. For instance, National Oil was declared insolvent in 2021 after losses increased significantly (Fuad & Noor, 2024). From 2017-2018, subsidies to state corporations totalled KSh 21.4 billion, yet implementation failures persist, with losses rising to KSh 382 billion by 2023 (CBK, 2020; Fuad & Noor, 2024).

State corporations received Ksh 7.2bn in direct subsidies and Ksh 14.2bn in additional indirect subsidies in 2017–2018. Also, there was increased staff training, the introduction of competition and the provision of incentives to employees in the form of greater pay and benefits depending on success. Government started privatizing state enterprises as a result of the aforesaid measures' failure to be implemented successfully (Kamung'a, 2019). Consistent plan development is difficult for any management team, but even more difficult is ensuring that strategy work—that is, putting it into practice across the entire organization—given that research indicates that a sizable percentage—more than 65%—of organizational strategies fail to be implemented successfully (Kiboi, 2019). Since project M&E is viewed as a necessity rather than merely a management practice, there is room for progress in the ability to use M&E tools to gauge the success or accomplishment of strategic plans and initiatives (Ekwang'a, 2023). M&E is frequently used by organizations to address demands and pressures as a means of encouraging improved project performance.

Several research were carried out on the impact of M&E system. For example, Humphrey (2021) evaluated the systems utilized for M&E and its effect on

effectiveness of projects conducted by AMREF Health Africa and findings indicated a positive link amongst the M&E system and project performance. Javed, Inayat and Javed (2021) evaluated the significance of M&E systems and explore how administrators and teachers view the efficacy of their schools through these mechanisms and the study's findings and conclusion indicated that, according to the data analysis, these systems can improve overall academic performance. Naz, Zafar and Ullah(2024)evaluated the efficacy of Punjab's monitoring and evaluation system for enhancing secondary school infrastructure and discovered that upgrades to the system, as well as ongoing government oversight of the state of essential assets, are required.

Despite the studies that have been carried out on the subject matter, there still remain gaps as the prior studies only covered aspects and some others carried out the studies in different context. Conceptually, existing literature neglects the nuanced impact of M&E components; contextually, Nairobi's state corporations exhibit inefficiencies not addressed in prior African studies. Therefore, from the aforesaid gaps and diverse results obtained from various studies, this study sought to determine the effect of monitoring and evaluation systems on strategic plan implementation within state corporations in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The primary aim of the investigation is to evaluate the effects of monitoring and evaluation systems on strategic plan implementation in state corporations in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The investigation specifically seeks to:

- i. Examine the effect of data collection efficiency on strategic plan implementation within state corporations in Nairobi City County Kenya.
- ii. Explore the effect of data reporting on strategic plan implementation in state corporations in Nairobi City County Kenya.
- iii. Evaluate the effect of feedback mechanism on strategic plan implementation in state corporations in Nairobi City County Kenya.

1.4 Research Questions

The below listed questions was addressed by the investigation:

- i. To what extend does data collection efficiency affects strategic plan implementation in state corporations in Nairobi City County Kenya?
- ii. How does data reporting affect strategic plan implementation within state corporations in Nairobi City County Kenya?
- iii. How does feedback mechanism affect strategic plan implementation in state corporations in Nairobi City County Kenya?

1.5 Significance of the Study

This investigation holds considerable significance for policymakers, industry stakeholders, researchers, and other individuals who may engage with the findings. It is particularly relevant for the stakeholders and policymakers of state corporations in Kenya, as it aims to offer a thorough comprehension of the numerous roles that M&E systems plays in the execution of strategic plans. The study proposes a specific set of

policies designed to enhance the implementation of these strategic plans. Consequently, state corporations may adopt monitoring and evaluation practices to facilitate the execution of their strategic initiatives. Thus, this research is advantageous for these entities, especially in their efforts to develop effective monitoring and evaluation frameworks as competitive tools or strategies. For researchers, upon the study's completion, it would serve as an additional resource for information or literature review for future inquiries. Furthermore, it holds significance for those researchers interested in conducting similar studies or pursuing further investigation.

1.6 Scope of the Study

The aim of the planned investigation is going to be on how monitoring and evaluation system affects implementation of strategic plan within state corporations in Kenyan NCC. The present investigation focused on the following specific monitoring and evaluation systems which include: effective data gathering, data reporting and feedback mechanism and their effect on the implementation of strategic plan by SCs in Kenya which would serve as the dependent variable. The context of the study was just state corporations within Nairobi city county, Kenya. In this study, stakeholder theory, systems theory and the theory of change would provide the theoretical background. Descriptive method of design was used in this study to ensure proper data collection. Multiple regression estimation technique was utilized in the present investigation. The study is delimited by employing stratified random sampling to focus on corporation heads, mitigating geographical biases.

1.7 Limitations of the Study

Acquiring the necessary data for this study from state corporations may present challenges. Respondents may withhold information if they perceive that it could be misappropriated or used for purposes beyond academic research. To mitigate this issue, research assistants engaged with management to facilitate data collection by presenting a formal letter and research permit. Furthermore, the study relied heavily on the respondents' capacity to accurately recall information and provide objective responses to the questionnaire. Consequently, the research may be influenced by the respondents' potential difficulties in memory recall and the possibility of biased reporting. Nonetheless, the importance of obtaining precise and impartial responses from the participants was clearly communicated to them. A potential limitation that the study may face is the availability of all respondents simultaneously. Due to varying work schedules, coordinating a time for all participants to contribute may prove challenging. To address this concern, the researcher proactively reached out to respondents in advance to arrange data collection around their schedules. Additionally, alternative methods of communication, such as emails and various social media platforms, was utilized to allow respondents to participate at their convenience.

1.8 Organization of the Study

The assessment is articulated as presented below: 1stchapter gives a comprehensive overview of the study's background, objectives, significance, scope, and limitations. 2nd chapter encompasses a literature review, which includes a summary of theories and prior research. The methodology of the research is discussed in the 3rd chapter, detailing the target population, sampling design, empirical model, and the overall framework to be employed in the investigation. Chapter Four presented the research findings and discussions. Chapter Five offered the summary, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section of the study is aimed at providing an analysis of the various literatures related to the inquiry and also providing the link amongst the various investigation's variables. First the theories that relate to the study was looked at, then the empirical literatures that relate to the investigation's variables was assessed and then the conceptual framework which links the study variables in a pictorial form.

2.2 Theoretical Review

The review of theories deals with the analysis of various theories as they relate to the study. For this research endeavor, the theories that was considered include; stakeholder theory, systems theory as well as theory of change.

2.2.1 Stakeholder Theory

Freeman (1984) introduced the stakeholder concept, marking a significant shift in the understanding of business organizations. The main premise is that organisations need not only to generate value to shareholders but to all the stakeholders: employees, customers, suppliers, communities, and governments, through acknowledging the inter-relationships between them and managing relationships ethically to achieve long-term sustainability and legitimacy. Clarkson (1994) further elaborates on this theory, positing that a firm comprises various stakeholders and functions within a societal framework that creates the necessary market and legal framework for its activities. Creating income or value for these stakeholders is the main goal of businesses, he argues. The manner in which control is exercised within organizations is influenced by a comprehensive network of both informal and formal relationships, which is central to

stakeholder theory. Additionally, these diverse relationships impact the distribution of risk and return among the various stakeholders.

Fassin (2009) delineated stakeholders into three distinct categories: real stakeholders, stake watchers, and stake keepers. Real stakeholders possess a genuine interest in the company, along with legitimate claims, power, and influence, thereby establishing a moral and ethical obligation for the firm to address their needs (Hatami & Firoozi, 2019). Conversely, stake watchers do not possess a direct stake but serve as intermediaries or representatives who advocate for the interests of real stakeholders. This group includes various organizations dedicated to safeguarding consumer rights, environmental concerns, and shareholder interests, functioning as vigilant overseers. The power of stake watchers is derived from their representation of real stakeholders' interests. It is important to note that the corporation bears no responsibility, authority, or ethical obligation to consider the welfare of stake watchers, despite their influence over the firm (Nnadi & Mutyaba, 2023). Stakekeepers, on the other hand, are independent regulatory entities such as government bodies, judicial systems, regulatory agencies, and media outlets. Although they do not have a vested interest in the firm, they impose external controls and regulations, acting as gatekeepers. Stakekeepers maintain complete independence from the firm, yet they can indirectly enforce responsibilities. The firm is not accountable to stakekeepers which include governments, courts, regulatory agencies, and the media (Fassin, 2009).

The stakeholder model is a very good theory that relates with monitoring and evaluation. In an organization or entity, the implementation of strategic plans are meant to benefit a certain group of people and hence their input is very relevant not just at the decision making stage but also at the evaluation stage. Hence the stakeholders are

paramount to providing effective data through their feedback which can be evaluated and hence implemented. The theory provides a background for understanding the need for feedback by engaging stakeholders and also the need to get efficient data and process or report accordingly for effective implementation of strategic plan.

The drawbacks of Stakeholder Theory in management and evaluative procedures are that it lacks a prescriptive direction in ranking contrary stakeholder pronouncements, which may cause paralysis in decision-making or a watered-down concentration. Other scholars consider it an ideology of control, not a science, and claim that it fails to deal with power imbalances sufficiently including, but not limited to, the government principals versus corporate agents in the public sectors. It can sacrifice the measurable results in evaluation settings in favour of relationships, which is dangerous because it may result in subjective assessment, compromising empirical rigour

2.2.2 Systems Theory

Von Bertalanffy came up with and advanced system theory in 1968, and De Bot, Lowie, and Verspoor followed suit in 2007. The theory holds that foundations, development, applications which holds that phenomena are wholeness that consist of interdependent parts, not independent elements. It postulates that systems are open, and they interact with their environments by taking in inputs, process, producing outputs and the feedback loop, keeping a balance (homeostasis) and responding to changes. This philosophy promotes wholeness, a holistic perspective that views a system as a functionally complete whole as a system is made up of diverse interconnected pieces that come together to form a whole and exhibit characteristics common to the whole as opposed to the individual parts (De Bot, Lowie & Verspoor, 2007).

A system is viewed as a cohesive entity that comprises interrelated components functioning together. It possesses a holistic character, necessitating the inclusion of all relevant phenomena within its scope. These phenomena are typically represented through normatively established subsystems (Langford,2012). The individual components of the system exhibit functional interdependence. Furthermore, the system is expected to be closed, with clearly delineated boundaries (Wilkinson, 2012). The term "system" encompasses various levels of organization, including cellular, individual, population, and species-wide. Alterations within any component elicit responses from the others, resulting in a state of imbalance within the system. It is posited that such changes are predominantly instigated by external factors. In response to this disruption, the system endeavors to restore a state of dynamic equilibrium, referred to as homeostasis or equilibrium. Consequently, it operates as an adaptive model. While subjected to external stimuli, the system experiences instability, subsequently returning to equilibrium and thereby adjusting to the new conditions precipitated by the stimulus (Marciniak,2023).

This theory supports the examination of the study of M&E as a system of state corporations, which underlies the evaluation of the data collection, reporting, and feedback on the results of implementation. It shows how such components work together in an interdependent manner as subsystems to process information and change strategies and the reason why whole-organisation monitoring is a guaranty of organisational resilience. The Systems Theory applies to the Kenyan context of the public sector by explaining that state corporations are complex adaptive systems in which inefficiencies in a single element (data reporting) ripple on to the overall strategic success. However, its abstraction has also been criticised in that it may be difficult to apply empirically because it does not always have our particular testable hypotheses in

management contexts. In assessment situations, it can also be overemphasised in favour of an equilibrium against conflict or power relations and thus obscure inequalities in civil organisations. Moreover, its general nature poses risk of vagueness thus making it difficult to measure M&E effects accurately in resource limited settings like in state corporations in Nairobi.

2.2.3 Theory of Change

The theory of change (TOC) was created by Weiss (1995) and offers organizations and governments a framework for organizing, engaging, and assessing social change. The main claim of ToC is that it offers a detailed roadmap of how and why a desirable change should take place in a particular setting by clearly outlining the cause-and-effect dimensions between inputs and activities and outcomes, effects and changes. It insists on the importance of expression of the assumptions, preconditions, and indicators so as to guarantee the interventions which result to the desired outcomes, therefore enabling evidence-based decision-making. TOC constitutes a hypothesis that elucidates the mechanisms and rationale behind the success of an initiative, which can be empirically assessed by monitoring indicators corresponding to each expected step along the proposed causal pathway leading to the desired outcome (Anderson, 2016). These prerequisites were systematically represented in a causal framework or Theory of Change map, which served as a tool for both the formulation and evaluation of the initiative (Gilissen, Pivodic, Smets, Gastmans, Vander, Deliens & Van den Block, 2017).

The theory of change delineates the causal relationships associated with an initiative or plan across short-, intermediate-, and long-term dimensions. The identified modifications are systematically and chronologically organized in relation to one

another. Explanatory statements that articulate how one outcome is perceived to serve as a precursor to another outcome elucidate the interconnections among outcomes (Clark & Taplin, 2012). Furthermore, TOC emphasizes the necessity for stakeholders to refine their intended outcomes prior to selecting an intervention, which is a pivotal step in distinguishing between the anticipated and actual outcomes (Taplin, Clark, Collins & Colby, 2013).

The theory of change offers a framework for dealing with challenging initiatives and accomplishing long-term objectives. It highlights elements like high-quality data and use effective management through feedback systems (Mbago & Njoroge, 2023). This theory specifies the adjustments required for success and directs the execution of strategic plan activities. As Atandi (2020) puts it, the theory of change can be used to assess an issue, the larger context, and alterations in the link amongst unanticipated events and the main process indicators. It aids in understanding the function of the program in addition to the other elements supporting the results, in addition to monitoring the outcomes. The monitoring data are incorporated into the evaluation process to provide a more thorough analysis of the reasons behind a change. TOC helps explain the "why" component during the stages of design, planning, and monitoring and provides information for the assessment. The theory is thus relevant to M&E process as it relates to implementation of strategic plans.

In particular, this theory coincides with the specific goals of the study, which were to evaluate the efficiency of data -collection and reporting because ToC underlines the need to collect and report data systematically to follow the progress along causal paths and detect deviations in their initial stages. As an example, in state-owned enterprises, ToC describes the effectiveness of data collection in identifying the implementation

spaces and how timely reporting promotes adaptive strategies to enhance the possibility of meeting long term objectives like those of Kenya in the Vision 2030. However, the theory has been criticised because it can be linear, thereby simplifying the often non-linear nature of dynamic public-sector environments where external factors (e.g. political interference) can upset the supposed causal relationship. Critics allege that the method may be time wasting and resource consuming, usually resulting in hard and rigid structures that fail to accommodate the emergent changes or local sense as reflected in reviews of development programmes. In management terms, it can lead to excessive focus on the planned results at the cost of flexibility, which can lead to reduced use of the same in unstable environments like Kenyan state corporations

2.3 Empirical Review

This section looked at past studies in relation to the variables of the study which are Data collection efficiency and strategic plan implementation, data reporting and strategic plan implementation and feedback mechanism and strategic plan implementation.

2.3.1 Data Collection Efficiency and Strategic Plan Implementation

Kabonga (2019) examined the fundamentals and application of M&E, highlighting M&E as necessary components for efficient expansion. The inquiry employed a qualitative research methodology. It entailed conducting in-depth interviews with M&E practitioners in Zimbabwe's Chegutu District in addition to a documented examination of several documents that guide the execution of M&E initiatives for three district-based organizations. These qualitative data collection methods were utilized to gather the information that underpinned the research. Furthermore, purposive sampling was utilized in the selection process of the investigation's participants. The analysis showed

that effective data gathering is a key monitoring tool for efficient development. The prior investigation centered on realities in Zimbabwe. Nonetheless, the present investigation was centered on realities in Kenya.

Atandi (2020) investigated the impact of integrating geographic information systems into monitoring and evaluation processes, as well as how this impacts World Vision Kenya's community development operations. A descriptive research design was employed, targeting all 183 employees of World Vision Kenya, with a sample size of 125. Data collection was conducted using online self-administered questionnaires, followed by descriptive and quantitative analysis techniques. SPSS was utilized to perform inferential statistics, which included the analysis of frequencies, means, percentages, and standard deviations. The results and hypotheses were evaluated through multiple linear regression analysis. The outcome indicated that the method of data collection, specifically geographic information systems (GIS), exhibited a favourable link and notably influenced the performance of various community development initiatives. The study did not capture all aspects of the M&E system. The present investigation intends to explore other aspects that include; effective data gathering, data reporting and feedback mechanism.

Anthony and Morrison (2024) explored the relationship amongst M&E methodologies and project execution within the Presbyterian Church of East Africa's Nairobi Region. Drawing upon the theories of change, utility, and stakeholders, the study aimed to understand how these factors influenced project outcomes. Employing a descriptive research design, the study focused on PCEA initiatives implemented between 2017 and 2021. A purposive sampling approach was used to select respondents, and semi-structured interviews were conducted to collect primary data. The data was then

analyzed using multiple regression and descriptive estimation techniques. The research outcome indicated that data gathering through survey is positively related to implementation of projects. The study adopted purposive sampling, whereas the stratified random sample approach was utilized in the present investigation.

2.3.2 Data Reporting and Strategic Plan Implementation

Kabonga (2019) conducted a comprehensive examination of the principles and applications of M&E, emphasizing its critical role as an essential element for effective progress in Zimbabwe's Chegutu District. The research employed a qualitative methodology, which included in-depth interviews with M&E practitioners, as well as a documentary examination of the several documents that direct the execution of M&E initiatives for three district-based organizations. These qualitative data collection techniques were employed to gather the foundational information for the research. Additionally, purposive sampling was utilized to choose the inquiry's participants. The analysis revealed that data reporting is a pivotal tool in M&E for promoting efficient development. While this study focused on the context of Zimbabwe, the current research was grounded in the realities of Kenya.

Hussein and Minja (2019) explored how M&E affect the provision of services in the decentralized system. The stakeholder theory, resource dependency theory, and program theory of evaluation acted as the guiding theories for the investigation. For the present investigation, a descriptive research approach was chosen. The primary committees that deliberated over reports about the tracking and assessment of the success of the implementation and planning of the CID at the county level comprised the study's population. A population census was carried out. Likert-formatted structured questionnaires were utilized to gather data. With the use of SPSS software, both

descriptive and inferential statistics were established. The outcome indicated that reporting and learning had a big impact on the Garissa County Government's ability to provide services. The study was limited to Garissa County Government while this study looked at state corporations in NCC, Kenya.

The inquiry by Ovcina and Kalajdzic (2024) examined the interplay M&E, the project implementation management system (PIMS) for financial oversight, and project success. The focus was primarily on non-profit initiatives within developing countries, with a particular emphasis on Bosnia and Herzegovina (BiH). According to the research, efficient M&E reporting for financial monitoring has a substantial impact on three important knowledge management processes: accumulation, transfer and integration of information, and internalization, these processes all have a favorable influence on project success. The inquiry was focused on Non-governmental organizations while this study was focused on State corporations.

Kipkemei (2024) reviewed the ICT systems drivers in the performance of the chosen state corporations managed by Kenya under the Ministry of Information, Communication, Technology and Digital Economy, where data reporting was the key element of M&E of operational and strategic performance. The study utilised the quantitative analysis through inferential statistics of surveys to determine the effect of reporting mechanisms on efficiency and accountability. Findings indicated that strong reporting of data, with the timely visualisation and validation, had a positive and significant impact on ICT performance and enhanced strategic implementation in terms of improved decision-making and openness. This study filled a conceptual gap by relating reporting with other strategic impacts besides ICT and a methodological gap

through multivariate regression to examine joint M&E impacts in state corporations of Nairobi City County.

2.3.3 Feedback Mechanism and Strategic Plan Implementation

In their study, Oduor and Mutisya (2020) examined the use of stakeholder engagement in the development projects to improve M&E and the importance of feedback mechanisms in developing adaptive strategic implementation in the Kenya public sector. The methodology used in the study involved qualitative analysis, thematic analysis of the data obtained in interviews and focus groups to assess the role of feedback loops in learning and correction. It was found that the good feedback mechanisms that include consultations and satisfaction ratings had a positive influence on the implementation of the project by providing the possibility to make adjustments and align the goals in real time. The present study fills a gap in the context as it applies insights to corporate dynamics in the Nairobi City County state corporations to a given study and a methodological gap by employing quantitative surveys as a generalisability method as opposed to qualitative methods only.

Roba and Odollo (2022) explored how the success of water projects in Marsabit County was affected by M&E systems. The guiding theories for this study included program theory, theory of change, and contingency theory. A descriptive research approach was employed throughout the investigation. The target audience consisted of the project manager, the chairman of the project committee, and the M&E officer from each of the fourteen water projects within the county. A total of 14 project managers, 14 M&E officers, and 127 members of the Project Committee were selected through a census sampling method. Data collection was conducted using questionnaires. Data analysis was performed utilizing version 28 of the SPSS, employing both descriptive and

inferential statistical methods. Additionally, subjective data obtained from open-ended questions were analyzed through content analysis. The findings were presented in tabular format. The result showed that effective feedback structure through involvement of stakeholders is key to the success of water projects in Marsabit County. The prior investigation was guided by program, TOC, and contingency theory while the present investigation was guided by stakeholder theory, systems theory and theory of change.

Koech and Muchelule (2024) looked into how monitoring and evaluation (M&E) techniques affected the long-term viability of agricultural initiatives in Baringo County. In order to examine both descriptive and inferential data, the inquiry strategy utilized in the inquiry combined descriptive and correlation estimation technique. Six hundred project workers, twelve agricultural officers, six extension officers, one county agricultural officer, one M&E officer, and five hundred farmers made up the target population of 620 participants. 243 sample was gotten via Yamane's sampling technique, guaranteeing a 95% confidence level. Using stratified random sampling, individuals were chosen from each of the six Baringo County sub-counties: Eldama Ravine, Tiaty, Baringo North, Baringo Central, Mogotio, and Baringo South. The findings demonstrated the importance of M&E planning for project sustainability and the need for early feedback and stakeholder involvement in order to enhance the efficacy and efficiency of M&E. The study however was focused on only agricultural initiatives while this study was focused on state corporations in NCC, Kenya.

Anthony and Morrisson,(2024)aimed to ascertain how monitoring and assessment methods affected project execution in the Nairobi Region of Kenya, within the Presbyterian Church of East Africa. The investigation was grounded in three theoretical frameworks: the utility theory, the theory of change, and the stakeholders' theory. A

descriptive investigation approach was implemented for this inquiry, which concentrated on PCEA projects executed in the Nairobi Region of Kenya from 2017 to 2021. To engage the targeted respondents, a purposeful sampling strategy was utilized. Primary data were collected through a semi-structured questionnaire. The analysis of the data was conducted using multiple regression and descriptive analysis techniques. The study discovered that feedback evaluation approach positively impacts implementation of projects. The study was focused on Presbyterian church of East Africa while this study was focused on SCs in NCC, Kenya.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of Literature Review and Research Gaps

Author(s)	Research Objectives	Research Findings	Research Gaps	Addressing Gaps
Anthony and Morrison (2024)	Investigated the link amongst monitoring and assessment methodologies and project execution within the Presbyterian Church of East Africa's Nairobi Region.	The investigation outcome showed that data gathering through survey is positively related to implementation of projects.	The study adopted purposive sampling	This study made use of Random Sampling method.
Koeh and Muchelule (2024)	looked into how M&E techniques affected the long-term viability of agricultural initiatives in Baringo County.	The findings demonstrated the importance of M&E planning for project sustainability and the need for early feedback and stakeholder involvement in order to enhance the efficacy and efficiency of M&E	The study was focused on only agricultural initiatives	This study was focused on state corporations in Kenya.
Roba and Odollo (2022)	explored how the success of water projects in Marsabit County was affected by M&E systems.	The result showed that effective feedback structure through involvement of stakeholders is key to	The study was guided by program theory, theory of change, and	The present investigation was guided by stakeholder,

		Marsabit County's water projects' success.	contingency theory.	systems and TOC.
Atandi (2020)	Explored how integrating geographic information systems affect monitoring and evaluation processes, as well as how this impacts World Vision Kenya's community development operations.	The findings indicated that the method of data collection, specifically geographic information systems (GIS), exhibited a favorable link and noteworthy impact on how well different community development projects performed.	The study did not capture all aspects of monitoring and evaluation system.	This study looked at aspects that includes; effective data gathering, data reporting and feedback mechanism.
Kabonga (2019)	A comprehensive examination of the principles and applications of M&E, emphasizing its critical role as an essential element for effective development.	The analysis revealed that data reporting serves as a pivotal tool in M&E for promoting efficient development.	The study focused on the context of Zimbabwe,	The current research was grounded in the realities of Kenya.
Hussein and Minja (2019)	How M&E affects the provision of services in the decentralized system.	The outcome indicated that reporting and learning had a big impact on the Garissa County Government's ability to provide services.	The study was limited to Garissa County Government	This study looked at state corporations in NCC, Kenya.

Source: Researcher (2025)

2.5 Conceptual Framework

The framework for the study is that one which reflects on relationships between independent variables (level of collection, data reporting and feedback efficiency in data mechanism) and dependent variable (strategic plan implementation) among state corporations under Nairobi City County, Kenya. It argues that good M&E systems, represented by these independent variables, have a positive effect on strategic plan implementation through improved decision-making based on data and accountability as well is adapted from the Monitoring and Evaluation Framework as adaptive

management processes. This published by the United Nations International Strategy for Disaster Reduction (UNISDR, 2020) which outlines a rationale model for linking data processes to performance effects in public sector environments. The UNISDR model was chosen as the main source due to its focus on systematic data processing and feedback loops, which is why it relates directly to the scope of the study that deals with monitoring and assessment in Kenyan state corporations. This adaptation uses empirical knowledge about the Kenyan studies on the public sector (e.g., Kabeyi, 2019; Humphrey, 2021) to make it contextually relevant.

Independent Variables

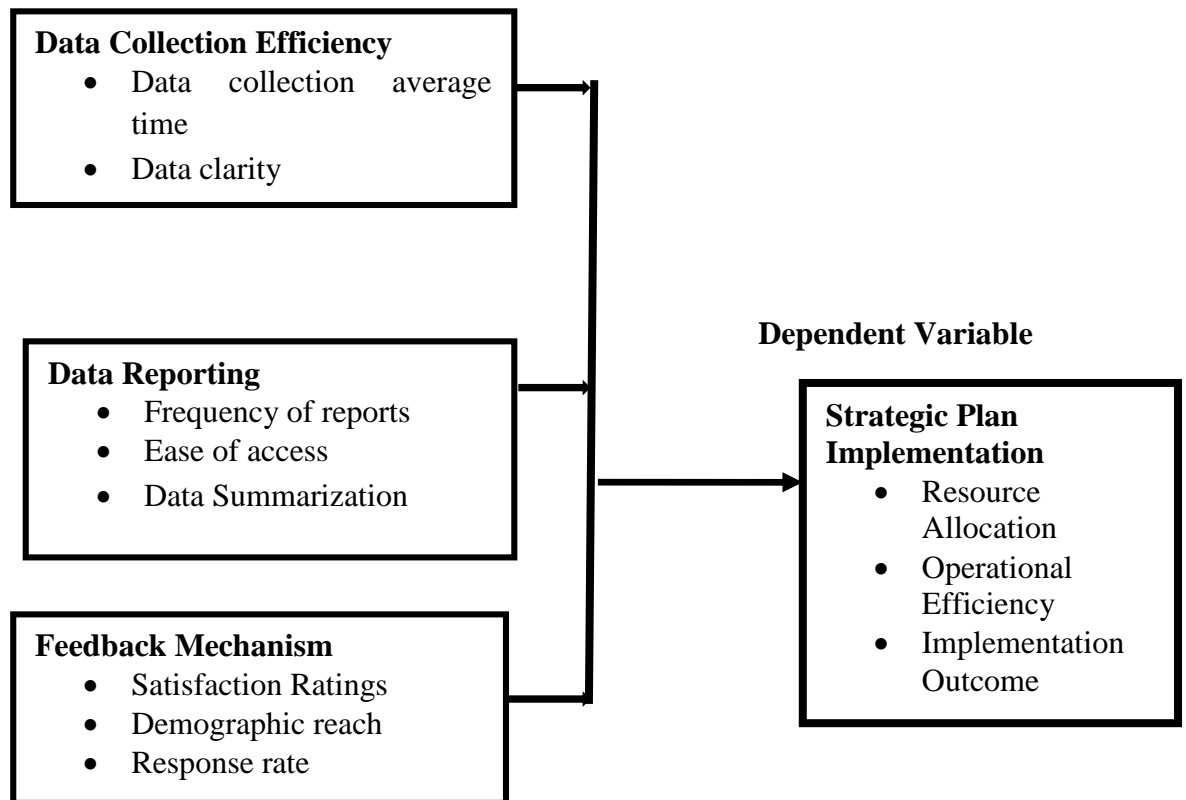


Figure 2.1: Conceptual Framework

Source: Researcher, 2025

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This segment of the research delineates the methodologies that were utilized in the processes necessary for attaining the study's objectives. The topics addressed in this section encompass the research approach, the target audience, the procedures and tools for data collection, and data analysis and presentation.

3.2 Research Design

Research design is seen as the techniques for data collection, measurement, and subsequent analysis to answer a specific research question (Mugenda & Mugenda, 2013). Kothari (2004) contends that an effective research design produces a substantial amount of information and provides an opportunity to examine various aspects of a given issue. This study employed a descriptive cross-section survey research design, which is favoured for its capacity to allow the researcher to identify the characteristics of the variables of interest. This methodology is particularly advantageous for the current study, as it is well-suited for delineating the attributes of a large audience. This design is suitable due to the fact that it facilitated the gathering of quantitative data from a large sample at a single point in time while allowing statistical testing of hypothesized connection among M&E components and strategic plan implementation.

3.3 Target Population

The target audience constitutes a specific segment of a broader cohort that shares analogous characteristics pertinent to the research objectives (Alvi, 2016). This delineation affords researchers a foundational comprehension of the demographic or institutional context being explored. The target audience for the present investigation

was the SCs within NCC in Kenya. There are 248 state corporations in NCC, Kenya as at 2023 (Government of Kenya, 2023). The units of analysis were the SCs while the units of observation were the heads of the state corporations in the 248 state corporations.

3.4 Sample Technique and Sample Size

As articulated by Mugenda and Mugenda (2013), a sample constitutes a subset selected from the broader population. They further assert that the selection of the sample must be conducted with precision to guarantee that it faithfully captures the traits of the total population. Additionally, to effectively identify a significant effect, it is imperative that the sample size is sufficiently large. For this research endeavor, a stratified random sampling method was utilized to select respondents for the study. The intended audience was divided into strata (the categorizations of the 248 state corporations in Nairobi based on sector) and a proportion number that involved just heads of the corporations was randomly picked from each of the stratum. Yamane's (1967) formula was utilized to arrive at a sample size.

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

Where:

n = the sample

N = the population size of the study

e = the maximum accepted margin error (5%)

$$n = 248 / 1+248(0.05)^2$$

$$n = 248 / 1.62$$

$$n = 153.09$$

The Head of Planning/M& E or the Managing Director/CEO, in each selected company was purposively selected as key informants, making a total of 154 respondents. Consequently, respondents were classified CEOs / Managing Directors (42%), Heads of Planning/ M&E (52%) and other senior managers (6%).

3.5 Data Collection Instrument

The investigation employed a primary data source; consequently, both open-ended and closed-ended questionnaires were utilized, with a preference for closed-ended formats. The primary advantage of utilizing primary data lies in its alignment with specific research objectives. The questionnaires are favored as they provide a reference point and can subsequently be used to validate the conduct of the study. The questionnaire was organized as follows: Section A focused on demographic information, primarily soliciting optional details such as name, along with sex, age range, religion, and experience. Section B explored inquiries related to data collection efficiency, data reporting and feedback mechanisms, as well as questions concerning the implementation of the strategic plan with a likert scale of five-point having a range of 1 to 5 as strongly disagree to strongly agree.

3.6 Pilot Study

A pilot testing is a crucial step in research, allowing researchers to identify and rectify potential issues in the investigation approach and data collection methods before the main investigation begins. Ravitch and Riggan (2012) emphasize that pilot testing can enhance questionnaire clarity, reducing respondent burden and providing valuable insights for sample selection and instrument refinement. A pretest was conducted to observe respondent reactions and gather their feedback. Mugenda and Mugenda (2003) suggest that a sample size of 10-30% of the target audience is ideal for pilot testing in

descriptive research. The Questionnaire pretested on 20 respondents sampled from state corporations in Kiambu County. Kiambu was purposively selected as it has numerous state corporations with similar nature to those in Nairobi, but which is not part of the main study area for purposes of ensuring that the main sample remained uncontaminated. It's important to note that participants of state corporations involved in the pilot study were not included in the main research.

3.6.1 Validity of Research Instrument

Validity is the degree to which the results presented accurately depicts the actual phenomenon under investigation. In the context of this study, construct validity was assessed through a pilot study designed to determine the extent to which the questionnaire effectively measures the intended constructs. Furthermore, content validity was evaluated by the project supervisor and project management experts affiliated with the institution, who assessed the questionnaire's efficacy in addressing the research objectives. The selection of these experts was in light of their knowledge of the topic and the terminology employed in the questionnaire. The validity of the instrument was further tested using construct validity as confirmed via exploratory factor analysis where all items loaded more than 0.5 on their intended construct.

3.6.2 Reliability of Research Instrument

Reliability is the degree of accuracy and consistency demonstrated by an instrument's measurements when subjected to identical conditions. It is expected that the same study participants utilizing the same tool yielded consistent outcomes under equivalent circumstances (Kothari, 2017). According to Anastasiadou (2006), the primary index of internal consistency is typically represented by Cronbach's alpha, which quantifies the relationships among variables irrespective of their arrangement. The evaluation of

internal consistency was conducted using Cronbach's Alpha Coefficient, with a score of 0.7 or higher indicating that the instrument is deemed investigation's variable. Based on the outcome, data collection efficiency, data reporting, feedback mechanism and strategic plan implementation had coefficients of 0.842, 0.879, 0.856 and 0.913. All construct exhibited high internal consistency above 0.7.

3.7 Data Collection Procedure

In the data collection process, structured questionnaires first undergo pre-testing to determine completion time and alignment with research objectives. These questionnaires were then distributed via the drop-and-pick method to state corporations in Kenya, allowing a two-week response period. This approach aims to enhance data quality by granting respondents sufficient time to provide comprehensive answers. Prior approval and permits was obtained from the university, and ethical standards were strictly followed. An introductory letter ensured respondent confidentiality, while measures were in place to prevent harm throughout the research process, ensuring integrity in data collection, analysis, and interpretation.

3.8 Data Analysis and Presentation

The data undergo a thorough examination to ensure its accuracy, completeness, and to identify any inconsistencies. It was systematically categorized both numerically and into the appropriate number of classifications. The analysis was conducted utilizing descriptive and inferential techniques with the descriptive analysis featuring means, standard deviation, percentage and frequency while inferential analysis was conducted using regression techniques. The analytical software used was Statistical Package for Social Sciences where the results of the study were presented in tables and charts. The multiple regression model is expressed as,

$$SI = \alpha + \beta_1 DC + \beta_2 DR + \beta_3 FM + \epsilon$$

Where:

α =Constant term

ϵ = error

β_1 , β_2 , and β_3 are the coefficients of the predictor variable.

SI= Strategy Implementation

DC= Data Collection

DR= Data Reporting

FM= Feedback Mechanism

3.9 Diagnostic Tests

To ensure the validity and reliability of our regression estimates, we conducted comprehensive diagnostic testing in accordance with established econometric practice. As the multiple regression framework necessitates strict adherence to classical linear model assumptions, and violations could lead to biased or inefficient estimators, the study implemented the following diagnostic tests; multicollinearity, heteroscedasticity, autocorrelation, and normality.

3.9.1 Multicollinearity Test

Multicollinearity as reported by Wooldridge (2013) arise when independent variables in a regression model are highly linearly related, causing unreliable coefficient estimates and inflated standard errors, thus hindering the interpretation of individual predictor effects. To assess this, we calculated the Variance Inflation Factor (VIF) for each independent variable, as $VIF = 1/(1-R^2)$. A VIF threshold of 5 was utilized. A VIF above 5 signal severe multicollinearity. In such cases, the researcher addressed it by

removing redundant variables or using dimensionality reduction techniques to ensure model reliability and the accurate interpretation of independent variable effects.

3.9.2 Normality Test

Normality, in the context of statistical modeling, assumes that the model's residuals are drawn from a shared distribution, ideally a normal one. When residuals are normally distributed, they are symmetrically distributed around zero, exhibiting neither skewness nor excessive kurtosis. This suggests that the model has adequately accounted for the primary sources and patterns of data variation, leaving behind random and independent errors. To evaluate whether the residuals in our estimated models meet this normality assumption, this study utilized the Shapiro-Wilk test. This test allowed us to determine if the residuals significantly deviate from a normal distribution.

3.9.3 Autocorrelation Test

As Verbeek (2017) emphasizes, a core assumption of the classical regression model is that the error terms, or disturbances, are identically and independently distributed. A violation of this assumption leads to autocorrelation, which occurs when the random components of a model show correlation across time. The presence of autocorrelation can result in inefficient parameter estimates, potentially leading to inaccurate conclusions regarding the relationships between the variables under investigation. To assess whether autocorrelation is present in our data, we conducted the Breusch-Godfrey test for autocorrelation.

3.9.4 Heteroscedasticity Test

In regression, a fundamental assumption is that residuals exhibit homoscedasticity (constant variance) across observations. Violations of this assumption lead to heteroscedasticity, where residual variance changes systematically, potentially biasing

standard errors and undermining inference. To detect heteroscedasticity, the investigation used the Breusch-Pagan test, which statistically evaluates whether residuals maintain consistent variance. If detected ($p < 0.05$), remedies like robust standard errors or weighted least squares was applied to ensure reliable results. This diagnostic step helped to safeguard the validity of regression conclusions.

3.10 Ethical Considerations

Prior to the initiation of the field study, an introductory letter from Kenyatta University was secured to guarantee ethical standards and the integrity of the research. Furthermore, permission was sought from the NACOSTI to carry out the investigation. Consent was sought from all participants, ensuring they have the option to withdraw at any point before administering questionnaires. The investigation upheld the privacy rights of the participants, who were made aware that no financial remuneration was provided for their involvement. Additionally, anonymity was assured for all individuals participating in the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The results from the survey are presented in this chapter along with comparisons to the findings that other researchers have shared. The chapter summarized the findings by comparing the responses collected from people who answered the questionnaire to those of people who did not. The data in this survey was reviewed descriptively as well as inferentially to compare it with earlier studies described in the study.

4.1.1 Response Rate

The goal was to explain the answers from the interviews, focusing on how many participants actually finished the questionnaire to discuss their thoughts on the research phenomenon. Later, the researcher compared the replies received with those from questionnaires that were never filled. The results from these responses are listed in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent
Retrieved	121	78.6
Unretrieved	33	21.4
Total	154	100

Source: Field Survey (2025)

Table 4.1 shows that of the total of 154 questionnaires administered, 121 were successfully returned, constituting a response rate of 78.6%, while 33 questionnaires were not returned, representing 21.4%. This response rate is high for academic and organizational research and a satisfactory sample of the targeted population is being reported. The high participation could be due to the nature of the research topic—monitoring and evaluation systems and strategic plan implementation—being relevant to the professional mandate of respondents in state corporations in Nairobi City County, Kenya. The high retrieval rate enhances the reliability and generalizability of the study findings.

4.2 Descriptive Analysis

In presenting the number and types of respondents to the survey, the survey documented the socio-demographic characteristics of its sample. Demographic statistics record data about sex, age, level of education and department of each respondent. The findings show the personal qualities of those included in the survey. After that, assessment is done by studying the difference or similarity in the respondent's opinions about the study variables using means and standard deviations or using other types of query measures.

4.2.1 Sex of the Respondents

It is necessary to know the gender distribution of the subjects in order to comprehend their representation and stances in a sample frame. This part of the survey aimed to clarify the gender ratio of the participants and to compare if any variation or trend regarding the gender had affected the responses in Figure 4.1.

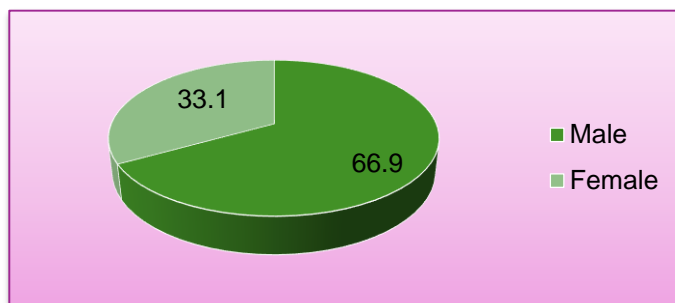


Figure 4.1: Sex of the Respondents

Source: Field Survey (2025)

Figure 4.1 show that there were 66.9% male respondents and 33.1% female respondents, suggesting an apparent gender bias among partakers of the Monitoring & Evaluation (M&E) and strategic plan implementation processes in the state corporations operating in Nairobi City County, Kenya. This discrepancy may be a

symptom of more general gender dynamics in public sector work, in which leaders and experts, including M&E systems developers, are typically men because of past-related inequalities in access to professional development, capacity-building, opportunities, and decision-making positions.

4.2.2 Age of the Respondents

The participants' age analysis shed light on the age-related trends, viewpoints, or experiences influencing the execution of strategic plans in state corporations in Nairobi City County, Kenya. As shown in Table 4.2, different age cohorts have varying levels of experience, skill sets, and methods for implementing strategic plans.

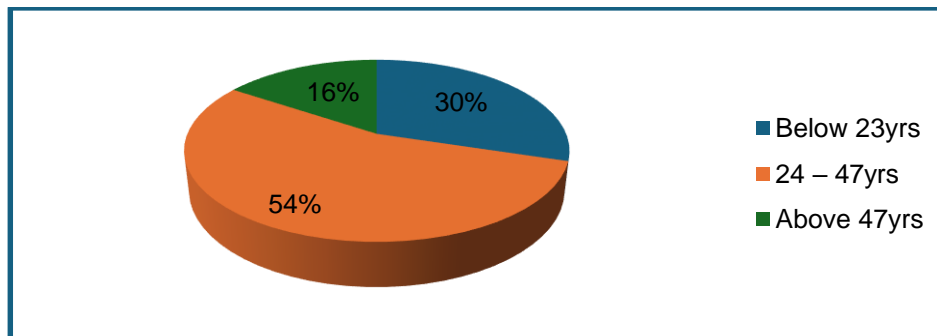


Figure 4.2: Respondents' Age

Source: Field Survey (2025)

According to Figure 4.2, 54% of the respondents are between the ages of 24 and 47, followed by 30% who are under 23 and just 16% who are over 47. This implies that young to middle-aged people make up the majority of the workforce. Because M&E roles typically require a combination of academic qualification, practical experience, and adaptability to changing policy frameworks, the 24–47 year-old cohort is likely to dominate. Retirement trends, a lack of interest in technical M&E functions, or upward career progression into more general administrative roles could all be reasons for the comparatively low representation of respondents over 47.

4.2.3 Respondents Educational Qualification

The educational backgrounds of the respondents were examined. This is typically a measurement for a section that includes options or questions that allow participants to specify their precise educational qualifications or their highest level of education completed. Figure 4.3 shows the outcome related to this.

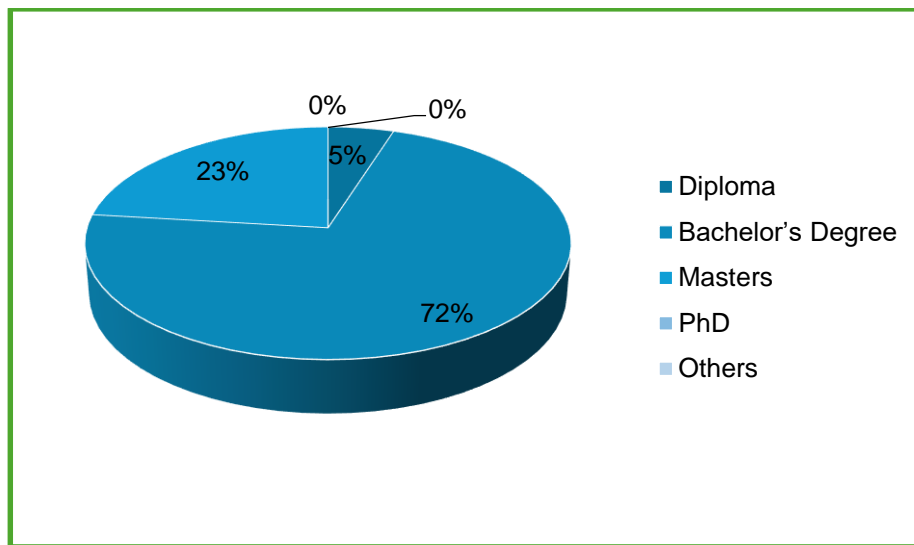


Figure 4.3: Respondents Educational Qualification

Source: Field Survey (2025)

Figure 4.3 shows that 72 percent of respondents in state corporations in Nairobi City County have a bachelor's degree, 23% have a master's degree, and 5.0 percent have a diploma. Interestingly, none of the respondents had a PhD or were categorised as "Others." Given the technical and analytical requirements of monitoring and evaluation (M&E) systems and the execution of strategic plans, this educational profile points to a highly educated workforce. The recruitment practices of state corporations, which frequently demand undergraduate degrees for entry- and mid-level professional roles, may be the reason for the preponderance of bachelor's degree holders. The existence of Master's degree holders suggests additional specialisation and a dedication to advanced

skills in data management, policy analysis, data management, and strategic oversight—key components of effective M&E practices.

4.2.4 Department of the Respondents

Department of the respondents refers to the specific organizational units or divisions within these state corporations from which data or feedback is collected to assess M&E practices and strategic outcomes. The outcomes collected from the respondents are noted in Figure 4.4.

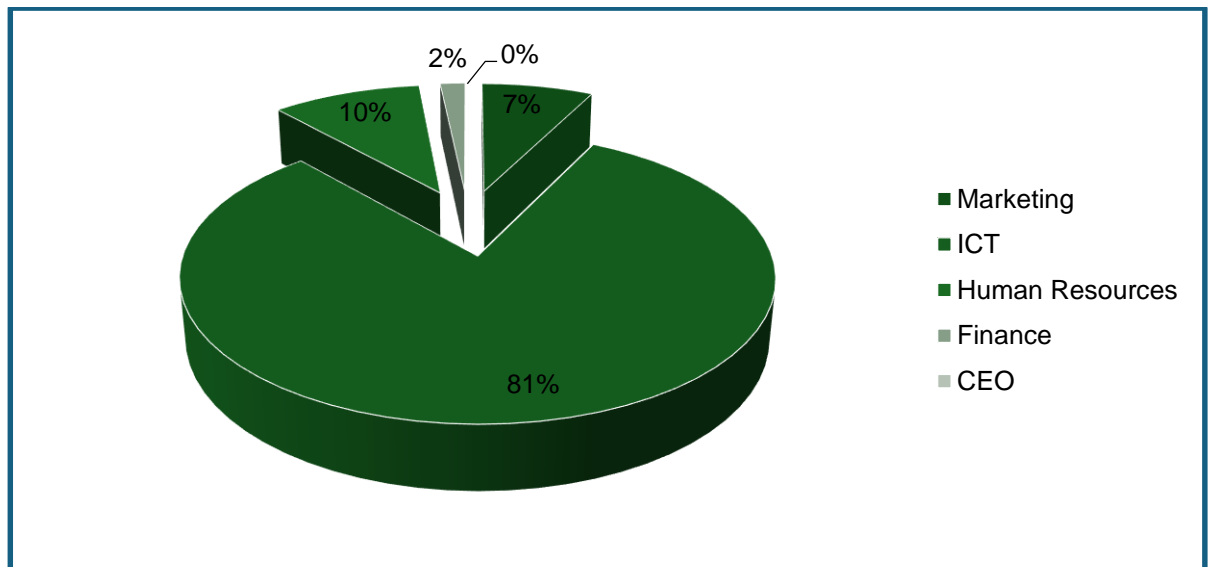


Figure 4.4 Department of the Respondents

Source: Field Survey (2025)

The departmental distribution of respondents is displayed in Figure 4.4. It reveals that the Information and Communication Technology (ICT) department has the largest percentage of respondents (81%), followed by Human Resources (10%), Marketing (7%), and Finance (2%). The Chief Executive Officer (CEO) level is not represented. The importance of digital tools and data systems in the execution of monitoring and evaluation (M&E) frameworks within state corporations in Nairobi City County may be the reason for the respondents' concentration in the ICT department. M&E systems,

which depend more and more on automated platforms, real-time dashboards, and integrated data analytics, are frequently designed, managed, and analysed by ICT professionals. It is possible that the lesser representation from other divisions, like marketing and finance, reflects the more auxiliary or supporting roles these units play in M&E processes, while the absence of CEOs likely stems from their limited involvement in survey-based research and their strategic, rather than operational, focus within the organizational hierarchy.

4.2.5 Respondents Years of Experience

Respondents' years of experience refer to the length of time individuals have spent working in a particular field or role, which often influences their expertise and perspective. This metric is important in research and surveys as it helps contextualize responses and assess the reliability and depth of the information provided. Understanding respondents' experience levels can also guide the interpretation of data and the design of targeted training or development programs. The outcomes from the respondents are illustrated in Figure 4.5.

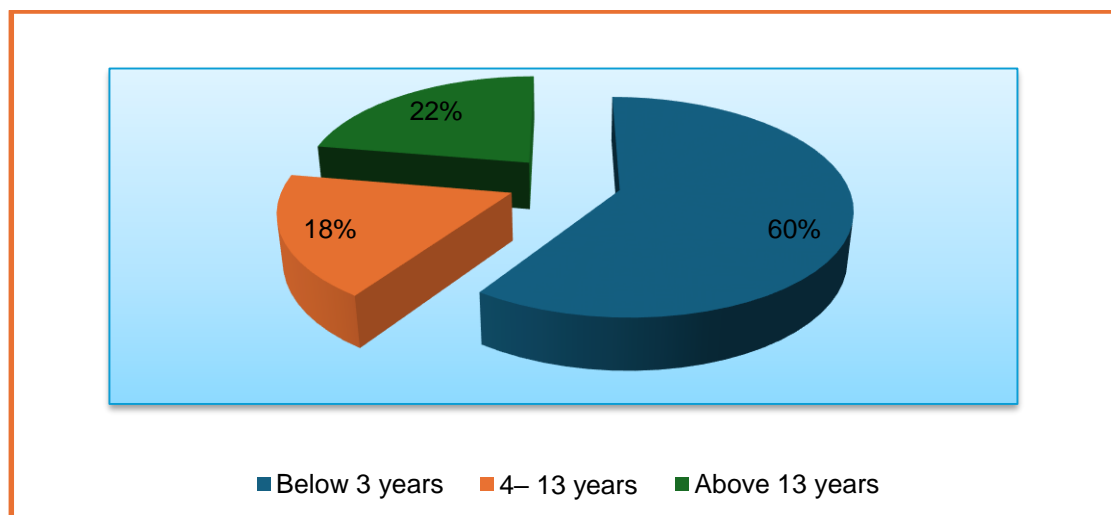


Figure 4.5 Respondents Years of Experience

Source: Field Survey (2025)

According to Figure 4.5, 60% of the respondents have less than three years of work experience, followed by 22% who have more than thirteen years, and 18% who have between four and thirteen years. This distribution indicates that relatively new or early-career professionals make up the majority of the workforce in Nairobi City County's state corporations. The hiring of younger, tech-savvy workers who are more accustomed to the digital tools that are essential to contemporary Monitoring and Evaluation (M&E) systems may be the cause of this trend. This trend might be a reflection of larger public sector reforms meant to revitalise the civil service with a workforce that is more innovative and dynamic in order to carry out strategic plans and improve institutional performance. Additionally, the presence of more seasoned experts suggests a degree of institutional memory and leadership continuity, which is essential for guiding and mentoring newer staff in the practical aspects of M&E implementation.

4.2.6 Knowledge of Monitoring and Evaluation

Knowledge of Monitoring and Evaluation (M&E) encompasses understanding the continuous and systematic processes used by organizations to track progress and assess the effectiveness, efficiency, and impact of their programs or projects against set objectives. Monitoring involves the routine collection of data to measure ongoing performance and resource use, while evaluation is a more comprehensive assessment that judges the overall worth and outcomes of an intervention, providing insights for improvement and accountability. The respondents' responses are illustrated in Figure 4.6.

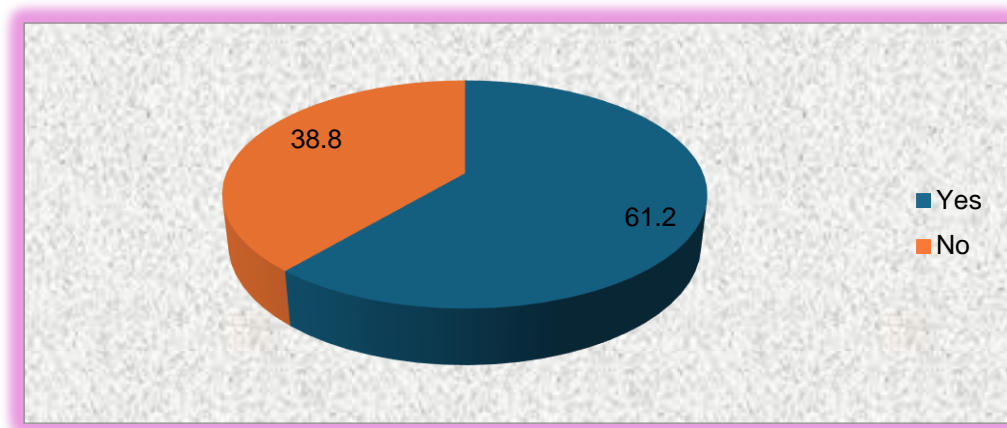


Figure 4.6 Respondents Knowledge of Monitoring and Evaluation

Source: Field Survey (2025)

As shown in Figure 4.6, 61.2% of respondents said they knew a lot about M&E, while 38.8% said they didn't. This distribution shows that most employees have a comparatively high level of awareness about M&E systems, which is essential for the effective execution of strategic plans. Nonetheless, the noteworthy percentage of participants who lacked M&E expertise might suggest deficiencies in organizational orientation, training, or communication tactics. This might make it more difficult to apply and integrate M&E practices across departments. Given the importance of M&E in carrying out strategic plans, state corporations must fund focused capacity-building programs to improve employee competency and guarantee that every employee has the necessary tools to make a significant contribution to performance monitoring and evidence-based decision-making.

4.2.7 Data Collection Efficiency

The effectiveness and precision with which data is collected, processed, and made available for analysis to support decision-making and enhance program results is known as data collection efficiency in monitoring and evaluation (M&E) systems.

Table 4.2 presents the responses of the respondents in light of this.

Table 4.2: Data Collection Efficiency

Statement	n=121	Percentage					Mean	Std. Dev.
		SD	D	N	A	SA		
Our procedures for gathering data are simple and well-organized.		11.6	14.0	18.2	36.4	19.8	3.3884	1.27392
The personnel that gather data are well-versed and trained.		5.0	18.2	35.5	35.5	5.8	3.1901	.96880
The corporation employ various data collection mechanisms		5.0	18.2	24.0	43.8	9.1	3.3388	1.03725
The data collectors are in good communication and coordination with each other.		5.0	15.7	33.1	43.8	2.5	3.2314	.91979
Procedures for gathering data are routinely evaluated and enhanced.		5.8	24.8	30.6	27.3	11.6	3.1405	1.09777
Average Mean							3.2578	1.05951

Source: Field Survey (2025)

According to Table 4.2, 11.6% of respondents strongly disagreed and 14.0% disagreed that the current data collection procedures are clear-cut and effectively organised. Furthermore, 18.2% had no opinion. On the other hand, 19.8% strongly agreed and 36.4% agreed that the processes are organised and straightforward. With a mean score of 3.3884 and a standard deviation of 1.27392, these responses showed a moderate degree of satisfaction among respondents; however, the comparatively high standard deviation reveals varying opinions within the sample. Table 4.2 shows that 5.0% of participants strongly disagreed with the statement that data collection staff members are knowledgeable and well-trained, while 18.2% disagreed. Additionally, 35.5% of respondents said they were unconcerned, and another 35.5% said they agreed with the statement. 5.8% of those surveyed said they strongly agreed. A possible area for focused capacity-building efforts is indicated by the mean value of 3.1901 with a corresponding

standard deviation of 0.96880, which indicates that opinions about the proficiency of the staff members engaged in data collection are rather divided.

The statement that the organisation uses a variety of mechanisms for data collection was disputed by 18.2% of respondents and strongly disagreed by 5.0% of respondents, as shown in Table 4.2. 43.8% of respondents agreed with the statement, 9.1% strongly agreed with it, and another 24.0% took a neutral position. The organization's methodological diversity in data collection is generally regarded favourably, though not unanimously, as indicated by the derived mean score of 3.3388 and standard deviation of 1.03725. According to Table 4.2, there was 15.7% disagreement and 5.0% strong disagreement with the statement about coordination and communication among data collectors. A further 33.1% remained undecided. However, 2.5% of respondents strongly agreed with the statement, and 43.8% of respondents agreed. This distribution of responses resulted in a mean of 3.2314 and a standard deviation of 0.91979. While the overall impression is favorable, the data suggests room for improvement in fostering more cohesive interaction among field staff.

Table 4.2 also shows that 24.8% of respondents disagreed and 5.8% strongly disagreed that data collection procedures are reviewed and improved on a regular basis. Conversely, 30.6% of those surveyed expressed no opinion. On the other hand, 11.6% strongly agreed with the assertion, and 27.3% agreed. With a mean of 3.1405 and a standard deviation of 1.09777, these findings suggest that although there are evaluation procedures in place, a sizable percentage of respondents are either unsure of their application or are not convinced of their regularity. The average mean of the five items in Table 4.2 was determined to be 3.2578, with a standard deviation of 1.05951. This composite result shows a moderate level of support for the organization's data collection

procedures' effectiveness and organisation. To support overall data collection effectiveness, however, the diverse response patterns—especially regarding personnel training and periodic evaluation—indicate the need for strengthened training programs, improved procedural clarity, and improved communication mechanisms. The findings agree with Kabonga (2019) that collecting data is key to making sure that development efforts are effective. Atandi (2020) added that different community development programmes performed better when they applied GIS methods to gather data. In addition, Anthony and Morrison (2024) pointed out that projects are more successful when survey-based data is used.

4.2.8 Data Reporting

In Kenyan state corporations' Monitoring and Evaluation (M&E) systems, data reporting entails the methodical gathering, processing, and distribution of data in order to monitor progress and assist in making decisions regarding the execution of strategic plans. The responses of the respondents are contained in Table 4.3.

Table 4.3: Data Reporting

Statement	n=121	Percentage					Mean	Std. Dev.
		SD	D	N	A	SA		
Data reports are pertinent to the aims and objectives of our firm.		5.8	18.2	19.8	41.3	14.9	3.4132	1.12301
Data reports are shown in an innovative manner.		0	9.1	19.0	47.1	24.8	3.8760	.89041
Data reports are efficiently distributed to the appropriate parties.		5.0	7.4	23.1	47.1	17.4	3.6446	1.01538
Data reports are sent on time and on schedule.		5.0	18.2	21.5	38.0	17.4	3.4463	1.12510
Data reports support the evaluation process and are accurate and dependable.		2.5	19.0	23.1	40.5	14.9	3.4628	1.04116

Average Mean

3.5686 1.03901

Source: Field Survey (2025)

According to Table 4.3, 18.2% of respondents disagreed with the statement that data reports are in line with the organization's strategic goals, while 5.8% strongly disagreed. Additionally, 19.8% of participants had no opinion. In contrast, 14.9% strongly affirmed the statement, and 41.3% agreed with it. Although the significant percentage of dissent and neutrality indicates areas for possible improvement, the results show a moderate level of agreement among respondents that organisational reports are relevant to corporate objectives, with a recorded mean of 3.4132 and a standard deviation of 1.12301. Table 4.3 shows that 9.1% of respondents disagreed with the idea that data reports are presented creatively, while none of them strongly disagreed. Another 19.0% were undecided. However, 47.1% of those surveyed agreed with the statement, and 24.8% strongly agreed. A mean score of 3.8760 and a standard deviation of 0.89041 were obtained from these results. This implies that most respondents think data reports are presented and formatted creatively, which could lead to improved interpretation and use.

Regarding the effective distribution of data reports, Table 4.3 reveals that 23.1% of participants were indifferent to the claim, 5.0% strongly disagreed with it, and 7.4% disagreed. Nonetheless, 17.4% strongly agreed and 47.1% agreed that reports are effectively distributed to the right people. Although a sizable portion of respondents expressed neutrality or disagreement, the recorded mean of 3.6446 with a standard deviation of 1.01538 suggests that respondents generally have a positive opinion of the efficacy of report dissemination procedures. It is clear from Table 4.3 that 5.0% of respondents strongly disagreed with the statement that reports are scheduled

appropriately and on time, with 18.2% disagreeing. Furthermore, 21.5% of participants were undecided. Conversely, 17.4% expressed strong agreement with the statement, and 38.0% agreed with it. A mean of 3.4463 and a standard deviation of 1.12510 were obtained from the data. These numbers show that although most people think the reporting schedule is fine, a sizable minority thinks it could be better in terms of consistency and timeliness.

Table 4.3 shows that 19.0% of respondents disagreed with the statement and 2.5% strongly disagreed with it regarding the accuracy and dependability of data reports for evaluation purposes. In contrast, 23.1% expressed no opinion. However, 14.9% strongly agreed and 40.5% agreed. A moderate degree of confidence in the reliability and utility of data for assessment tasks is indicated by the mean value of 3.4628 and standard deviation of 1.04116; however, the distribution indicates that respondents' experiences with report quality varied. When all of the items in Table 4.3 were combined, the average mean was 3.5686 with a standard deviation of 1.03901. This composite score indicates that the organization's data reporting procedures are viewed favourably overall. However, the differences in response patterns, especially with regard to timeliness, alignment with objectives, and accuracy, highlight the necessity of improving the relevance and delivery of reports. Managerial efforts to improve the data reporting framework for increased organisational effectiveness may be guided by these insights. This finding agrees with findings from Kabonga (2019) that data reporting helps make development more efficient. They explained that the Garissa County Government's ability to provide services depended in a large part on reporting and learning. Ovcina and Kalajdzic (2024) highlighted that strong influence on project outcome.

4.2.9 Feedback Mechanism

In Nairobi City County's state corporations' Monitoring and Evaluation (M&E) systems, a feedback mechanism is an essential procedure that guarantees data collected from monitoring and evaluation operations is shared with stakeholders for well-informed decision-making and ongoing development. Table 4.4 displays the responses of the respondents as thus.

Table 4.4: Feedback Mechanism

Statement	n=121	Percentage					Mean	Std. Dev.
		SD	D	N	A	SA		
Our corporation aggressively seeks out and values feedback.	0.8	11.6	19.8	43.0	24.8	3.7934	.97397	
Feedback is obtained and disseminated to appropriate stakeholders.	0	6.6	17.4	51.2	24.8	3.9421	.82963	
Decision-making is informed by feedback, which is promptly addressed and taken into consideration.	0.8	3.3	14.9	43.0	38.0	4.1405	.84957	
There are safeguards in place to guarantee the privacy of those who submit feedback.	0	9.1	33.1	43.8	14.0	3.6281	.83798	
The system of monitoring and assessment is improved with the help of feedback.	4.1	4.1	25.6	39.7	26.4	3.8017	1.01341	
Average Mean						3.8612	0.90091	

Source: Field Survey (2025)

Table 4.4 showed that 11.6% of respondents disagreed with the statement that their company actively seeks and values feedback, while 0.8% strongly disagreed. Furthermore, 19.8% were undecided. Nonetheless, 24.8% of respondents strongly agreed with the statement, and 43.0% expressed agreement. A mean of 3.7934 and a standard deviation of 0.97397 were obtained from the response distribution. This result indicates that a sizable percentage of respondents believe their company is open to and supportive of stakeholder and employee input. According to Table 4.4, 6.6% of participants disagreed with the idea that feedback is gathered and shared with the appropriate stakeholders, while none of them strongly disagreed. 17.4% more respondents expressed no opinion. In contrast, 24.8% of respondents indicated strong agreement with the statement, while 51.2% of respondents agreed with it. A mean score of 3.9421 and a standard deviation of 0.82963 were obtained from the results. This

implies that respondents believe the feedback system in place is both useful and efficient at promoting communication with important decision-makers.

Table 4.4 shows that 3.3% of respondents registered disagreement, while 0.8% strongly disagreed that prompt and thoughtful feedback influences decision-making. Furthermore, 14.9% of those surveyed were undecided. Strong agreement was expressed by 38.0% of respondents, while a significant 43.0% agreed with the statement. A mean of 4.1405 and a standard deviation of 0.84957 were obtained from these responses. The information supports a widely held belief among respondents that the company incorporates feedback into its decision-making procedures in a timely and pertinent manner. According to Table 4.4, 33.1% of respondents expressed neutrality, 9.1% disagreed, and none of the respondents strongly disagreed with the statement about the existence of mechanisms that protect feedback confidentiality. However, 14.0% strongly agreed and 43.8% agreed that such privacy protections exist. A mean of 3.6281 and a standard deviation of 0.83798 were determined from the responses. Although the comparatively high neutral percentage suggests some hesitancy or ignorance among employees, this shows a moderate consensus regarding the existence of secure feedback channels.

According to Table 4.4, 4.1% of respondents disagreed with the statement that feedback helps improve monitoring and evaluation systems, and another 4.1% disagreed. In contrast, 25.6% of respondents were undecided about the statement. 39.7% of respondents said they agreed, and 26.4% said they strongly agreed. With a standard deviation of 1.01341, the final mean score was 3.8017. These findings show that feedback is generally seen favourably as having a constructive role in improving the organization's performance evaluation frameworks. The average mean was 3.8612 and

the standard deviation was 0.90091, as shown in Table 4.4. According to this overall result, most respondents acknowledge the value of feedback mechanisms in organisational operations. Although there was a high degree of agreement on the majority of items, particularly regarding the impact of feedback on decision-making and its dissemination, there is still some ambivalence regarding issues like confidentiality, indicating a need for more openness and communication regarding feedback protections. Results support Roba and Odollo (2022) who stated that water projects in Marsabit County rely on strong feedback structures that involve the public for success. Koech and Muchelule (2024) made it clear that thorough plans for M&E aid project sustainability and that beginning such feedback early and encouraging all stakeholders makes M&E more efficient and effective. Anthony and Morrisson (2024) also uncovered that integrating feedback evaluation into M&E improves its influence on project implementation.

4.2.10 Strategy Implementation

Effective monitoring and evaluation (M&E) procedures that guarantee that resources and activities are in line with strategic goals have a major impact on the implementation of strategies within state corporations in Nairobi City County, Kenya. The respondents responses are showed in Table 4.5.

Table 4.5: Strategy Implementation

Statement	n=121	Percentage					Mean	Std. Dev.
		SD	D	N	A	SA		
There is adequate monitoring and evaluation of strategy implementation progress	6.6	19.8	43.8	24.0	5.8	3.0248	.97008	
There is alignment between the strategy and our day-to-day operations.	0.8	10.7	27.3	44.6	16.5	3.6529	.91023	
Resources are allocated effectively to support strategy implementation	5.0	15.7	37.2	38.0	4.1	3.2066	.93021	
Our organization is making significant progress towards achieving its strategic objectives.	6.6	9.1	14.0	43.0	27.3	3.7521	1.14950	
The strategy is adapted and adjusted as needed to address changing circumstances.	9.9	29.8	34.7	21.5	4.1	2.8017	1.02160	
Average Mean						3.2876	0.99632	

Source: Field Survey (2025)

Table 4.5 shows that 19.8% of respondents disagreed with the statement that there is sufficient monitoring and evaluation of strategy implementation progress, while 6.6% strongly disagreed. Another 43.8% had no opinion. However, only 5.8% strongly agreed with the statement, while 24.0% agreed. A mean score of 3.0248 and a standard deviation of 0.97008 were obtained from the responses. This implies that respondents had a comparatively moderate degree of agreement about the adequacy of oversight procedures during strategic execution. 0.8% of participants in Table 4.5 strongly disagreed that their strategy is in line with day-to-day operations, compared to 10.7% who disagreed. Another 27.3% were undecided. On the other hand, 16.5% of respondents strongly agreed with the statement, and 44.6% agreed. A calculated mean of 3.6529 and a corresponding standard deviation of 0.91023 were obtained from the

responses. According to these figures, a sizable percentage of respondents think that regular organisational procedures largely incorporate strategic intentions.

5.0% of respondents strongly disagreed that resource allocation is effectively supporting strategy implementation, and another 15.7% disagreed, as shown in Table 4.5. Of the participants, about 37.2% were neither in favour of nor against the assertion. Nonetheless, 4.1% strongly agreed with the statement, and 38.0% agreed. A mean value of 3.2066 and a standard deviation of 0.93021 were obtained from the analysis. This result indicates possible discrepancies in the suitability of resource allocation for strategic objectives and reflects a range of opinions among respondents. According to Table 4.5, 9.1% of respondents disagreed with the statement that the company is making significant progress towards achieving its strategic objectives, while 6.6% strongly disagreed. Furthermore, 14.0% of those surveyed opted to stay neutral. However, 27.3% said they strongly agreed with the statement, and 43.0% agreed. The mean and standard deviation of this response distribution were 3.7521 and 1.14950, respectively. These numbers show that respondents had an overall positive view of the organization's progress towards strategic goals.

Table 4.5 shows that 29.8% of respondents disagreed and 9.9% strongly disagreed that the strategy is modified in response to changing conditions. In addition, 34.7% were undecided. Only 4.1% strongly agreed, while 21.5% agreed. A mean of 2.8017 and a standard deviation of 1.02160 were obtained from the response pattern. These findings show that respondents are generally concerned about how responsive and flexible the organisation is in changing its strategies when circumstances change. Overall, Table 4.5 yielded an average mean of 3.2876 with a standard deviation of 0.99632. This overall result indicates a moderate degree of trust in the procedures involved in putting

the strategy into action. While some components, like operational alignment and the accomplishment of strategic goals, were well received, other components—most notably the strategy's flexibility and monitoring's efficacy—came to light as needing targeted improvement.

4.3. Correlation Analysis

The main focus in Nairobi City County, Kenya, is using correlation analysis to see the link between monitoring and evaluation systems and implementing the strategic plan in state corporations. Correlation analysis helps the researcher learn both the strength and how the monitoring and evaluation systems affect the plan's implementation. The resulting findings from this method are shown in Table 4.6.

Table 4.6: Correlation Analysis Results

		Strategy Implementati on	Data Collecti on Efficien cy	Data Reporti ng	Feedback Mechanis m
Strategy Implementati on	Pearson Correlati on Sig. (2- tailed)	1			
Data Collection Efficiency	Pearson Correlati on Sig. (2- tailed)	.134	1		
Data Reporting	Pearson Correlati on Sig. (2- tailed)	.340**	.663**	1	
Feedback Mechanism	Pearson Correlati on Sig. (2- tailed)	.522**	.208*	.388**	1
		.000	.000	.000	.000

Source: Field Survey (2025)

Table 4.6 demonstrates that the Pearson correlation coefficient between data collection efficiency and strategy implementation is $r = 0.134$, with a p-value of 0.142. This indicates a weak and statistically insignificant positive relationship. This suggests that while efficient data collection processes may contribute marginally to strategy implementation, their isolated impact within the studied institutions is not pronounced. The findings differ with Kabonga (2019); Atandi (2020); and Anthony and Morrison (2024) who all noted that data collection efficiency has a significant relationship with strategic plan implementation. Data reporting demonstrates a moderate positive correlation with strategy implementation ($r = 0.340$, $p < 0.01$), indicating a statistically significant association. This finding underscores the pivotal role that clear, timely, and structured dissemination of collected data plays in the realization of strategic goals. This finding agrees with findings from Kabonga (2019); and Ovcina and Kalajdzic (2024) highlighted that strong influence on project outcome. The correlation between feedback mechanisms and strategy implementation is strong and statistically significant ($r = 0.522$, $p < 0.01$), indicating that among the monitoring and evaluation variables assessed, feedback mechanisms exert the greatest influence on the effectiveness of strategic plan implementation. This underscores the centrality of feedback loops in enhancing learning, responsiveness, and adaptability within public sector institutions. Results align with the findings of Roba and Odollo (2022); Koech and Muchelule (2024); and Anthony and Morrisson (2024) who all uncovered that integrating feedback evaluation into M&E improves its influence on project implementation.

4.4 Diagnostic Tests

Several diagnostic tests were applied to check if the assumptions behind the least squares regression method were violated. These are crucial in order to confirm the validity and reliability of the results derived from the survey. Kerlinger (1998) stated

that any infringement upon the assumptions of the classical linear regression throws doubt on the reliability of the conclusions drawn there from. Such tests as those for normality, serial correlation, multicollinearity, and heteroscedasticity were employed to assess the pertinent issues in the study.

4.4.1 Multicollinearity Test

When explanatory variables are highly correlated in a regression model, it can give rise to multicollinearity problems in the estimation. Even slightest multicollinearity may inflate the standard errors, making coefficient estimates inaccurate and thereby lowering the statistical power in testing hypotheses (Wooldridge, 2016). The outcome of variance inflation factor is revealed in Table 4.7.

Table 4.7 Variance Inflation Factor Results

Variable	VIF	1/VIF
Data Collection Efficiency	1.79	0.557329
Data Reporting	2.02	0.494914
Feedback Mechanism	1.18	0.845151
Mean VIF	1.67	

Source: Field Survey (2025)

In Table 4.7, the values for data collection efficiency (VIF = 1.79), data reporting (VIF = 2.02), and feedback mechanism (VIF = 1.18) would indicate the absence of multicollinearity issues in the regression model because all values are way below the cutoff of 5 usually adopted. The mean VIF value is 1.67, suggesting that none of the explanatory variables are highly correlated with any other and that the estimated coefficients are, therefore, stable and reliable. Hence, the relatively low VIF values confirm that no single predictor is a linear combination of one or more other predictors, thereby maintaining the soil for parameter estimation and making valid interpretations

possible for the individual contribution of each variable toward strategy implementation.

4.4.2 Normality Test

Normality test was conducted where the residuals are tested for normality as most statistical tests make use of the normal distribution as an assumption. The p-value is obtained by applying the Shapiro-Wilk test for normality, which declare the variable as normal when the p-value is greater than 0.05. The findings are noted in Table 4.8.

Table 4.8 Shapiro-Wilk W test for Normality

Variable	Obs	W	V	z	Prob>z
Strategic Plan Implementation	121	0.98500	1.453	0.838	0.20112
Data Collection Efficiency	121	0.97377	2.542	2.091	0.01826
Data Reporting	121	0.99145	0.829	-0.420	0.66289
Feedback Mechanism	121	0.98130	1.812	1.333	0.09134

Source: Field Survey (2025)

The Shapiro-Wilk test results indicated in Table 4.8 that three out of the four variables- Strategic Plan Implementation ($p = 0.20112$), Data Reporting ($p = 0.66289$), and Feedback Mechanism ($p = 0.09134$)- do not deviate significantly from normality, hence, satisfying the assumption required for parametric analyses. On the other hand, Data Collection Efficiency has shown significant deviation from normality at $p = 0.01826$, hence raising concerns for regression analysis employing this variable. However, normality of the dataset was attained using robust estimation techniques to treat the non-normality of Data Collection Efficiency in the study.

4.4.3 Autocorrelation Analysis

The term autocorrelation means that the residuals in a regression model are not independent, a fact that breaks the main assumption behind OLS regression. The

Breusch-Godfrey test was deployed to determine autocorrelation effects. The outcomes are depicted in Table 4.9.

Table 4.9 Breusch-Godfrey Serial Correlation LM Test

F-statistic	0.623549	Prob. F(2,115)	0.5378
Obs*R-squared	1.298088	Prob. Chi-Square(2)	0.5225

Source: Field Survey (2025)

Breusch-Godfrey Serial Correlation LM Test results in Table 4.9 do not indicate that serial correlation affects the error terms in the regression model. The F-statistic was 0.6235, accompanied by a p-value of 0.5378 and an Obs*R-squared value of 1.2981, along with a chi-square p-value of 0.5225; all three exceeded the significance threshold of 0.05. Overall, the study cannot conclusively reject the idea that the residuals have no serial correlation. As a result, the error terms are not correlated and follow the independence requirement assumed in classical linear regression. The study model's reliability in estimating the effects of monitoring and evaluation components on strategic plan implementation is validated because there is no serial correlation.

4.4.4 Heteroscedasticity Test

Heteroscedasticity describes an unequal variance of error terms in different observations for a regression model. If this problem occurs, the estimated coefficients are unlikely to be efficient and reliable, as their standard errors are biased which influences hypothesis tests. The result for this is expressed in Table 4.10.

Table 4.10 Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity	
Ho: Constant variance	
Variables: fitted values of SI	
chi2(1) = 7.44	
Prob > chi2 = 0.0064	

Source: Field Survey (2025)

With a chi-square statistic of 7.44 in Table 4.10 and a corresponding p-value of 0.0064, the results provide enough statistically significant evidence to refute the null hypothesis of constant variance. This denotes the presence of heteroskedasticity within the regression model meaning that the error terms do not possess a constant variance across all levels of the fitted values of strategy implementation. Therefore, the study took corrective measure by employing heteroskedasticity-robust standard errors to ensure that the inferences drawn from the regression results remain valid and robust.

4.5 Regression Results

Regression analysis is an important methodology for exploring interlinks between different variables and determining the impact of certain factors on state-owned enterprises' monitoring and evaluation frameworks and planning strategies' implementation in Nairobi City County, Kenya. This analysis allows for an evaluation of how and to what extent monitoring and evaluation processes impact strategic planning initiatives' realization. The findings from this analysis are depicted in Table 4.11.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.303	.285	.52113

Source: Field Survey (2025)

Table 4.11 shows the correlation between variables for the M&E system and strategy implementation within Nairobi City County state corporations, which has an R value of 0.551, R Square value of 0.303, and an Adjusted R Square value of 0.285. The R value of 0.551 signifies a moderate positive correlation between all variables for the

M&E system such as efficiency in collecting data, reporting data, and mechanisms for feedback and strategy implementation. This implies that changes in strategy across these dimensions for the M&E system are moderately associated with respective changes in effectiveness for carrying out strategic plans. The adjusted R Square value of 0.285 signifies that variables for the M&E system integrated into the model explain about 28.5% of variance in strategy implementation. This amount of explanatory power is statistically significant within social science research, especially in public administration settings whereby strategic outcomes could be affected by various external and organizational variables. This adjusted measure further affirms that 28.5% of the variance for strategy implementation is reliably explained for defined variables for the M&E system after mitigating concerns for potential issues of overfitting. Still, Ozili (2023) pointed out that a low R-squared of 10 percent may not be unusual and even acceptable when some of the explanatory variables achieve significance in social science research. Braun and Oswald (2011) and Goh and Binte (2015) have claimed that, in the settings typified with data deficiencies and human multidimensionality, it is unrealistic to get high R-squared. The findings for the cumulative effect of variables for the dependent variable are summarized in analysis of variance as illustrated in Table 4.12.

Table 4.12: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.817	3	4.606	16.959	.000 ^b
	Residual	31.774	117	.272		
	Total	45.591	120			

Source: Field Survey (2025)

Table 4.12 depicts results from the analysis using ANOVA, which confirm that the overall regression equation is statistically significant ($F = 16.959, p < .001$). This result

identifies that all three independent variables—data reporting, data collection effectiveness, and feedback mechanisms—combined are significant in explaining variance in the dependent variable, strategy implementation. In addition, the very low value for p (.000) further provides confirmation that there is an incredibly low possibility that such an outcome would occur randomly, hence fortifying confidence for the validity of the established model in explaining variations in how strategic plans were executed across state corporations under analysis. Therefore, an analysis went further exploring coefficients for each of the predictor variables, on an assumption that these variables together shape variance in the dependent variable, as explained in Table 4.13.

Table 4.13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.206	.333		3.623	.000
	Data Collection Efficiency	-.106	.089	-.123	-1.191	.236
	Data Reporting	.218	.097	.246	2.245	.027
	Feedback Mechanism	.428	.079	.452	5.384	.000

Source: Field Survey (2025)

Following the equation outlined in chapter three, the estimated model is stated as:

$$SI = 1.206 - 0.123DC + 0.246DR + 0.452FM$$

Table 4.13 shows coefficients for variables under focus in this study. The coefficient for data collection efficiency is -0.123, and a corresponding p-value is equal to 0.236. This result depicts a negative but statistically insignificant impact of data collection efficiency in carrying out strategy. Therefore, a rise in data collection efficiency by a

unit would lead to a fall in strategy execution by 0.106 units. The coefficient for reporting, however, is 0.246, and its corresponding p-value is 0.027. This result depicts a positive and significant impact on strategy execution. Therefore, an increase in reporting by a unit would increase strategy execution by 0.246 units. The coefficient for the feedback mechanism is 0.452, and its corresponding p-value is 0.000. This result depicts a positive and significant impact toward carrying out strategy. Therefore, an increase in the feedback mechanism by a unit would increase strategy execution by 0.452 units.

4.6 Discussion of Findings

The study mainly examined the role of monitoring and evaluation systems in the implementation of strategic plans in state corporations in Nairobi City County, Kenya. In particular, the study sought to evaluate the effect of the effectiveness of data collection in facilitating the implementation of strategic plans. The results show that the effectiveness of data collection has a contrary but statistically insignificant relationship with the implementation of strategic plans. This situation may reflect the often reported gap between data collection processes and actual data use in public organizations. While effective data collection forms an integral component of monitoring systems, it does not necessarily translate into better implementation results. The findings suggest that, in the absence of subsequent processing, analysis, or feeding of collected data into decision-support systems, the strategic usefulness of such data becomes considerably undermined. In addition, inefficiencies in subsequent processes—expressed in poor quality control of collected data, weak analytical capacity, or administrative resistance—can hinder the potential effect of data in informing implementation decisions, thus limiting the effectiveness of data collection efficacy when viewed independently. The findings are in disagreement with Kabonga (2019) who unveiled

that effective data gathering is a key monitoring tool for efficient development. Atandi (2020) indicated that the method of data collection, specifically geographic information systems (GIS), exhibited a favourable link and notably influenced the performance of various community development initiatives. Anthony and Morrison (2024) indicated that data gathering through survey is positively related to implementation of projects.

The current research seeks to evaluate the effect of reporting data on carrying out strategic plans. The findings reveal that data reporting has a positive and statistically significant effect on strategic plan implementation. This implies that effective dissemination of performance-related information is an important factor in enabling strategic implementation. This effect can be explained by realizing that clear, timely, and well-targeted reporting strategies enable managers and stakeholders alike to monitor progress, pinpoint deviations, and reallocate resources accordingly. In government organizations, where transparency and accountability principles are of great significance, effective reporting frameworks facilitate results-based management approaches. Further, the positive effect can also represent mounting institutional pressure for transparency in performance assessment and compliance with regulatory requirements, which forces organizations to report strategically relevant information and react accordingly. The outcomes are consistent with Kabonga (2019) that data reporting is a pivotal tool in M&E for promoting efficient development. Hussein and Minja (2019) indicated that reporting and learning had a big impact on the Garissa County Government's ability to provide services. Ovcina and Kalajdzic (2024) noted that favorable influence on project success.

The study was conducted in order to establish how feedback mechanisms affect the implementation processes for strategic plans. The results demonstrate a significant

positive effect on such strategic initiatives' effectiveness. This result highlights the crucial role that feedback loops play in converting information that emanates from monitoring and evaluation processes into facilitators for positive change. Feedback mechanisms enable learning, adaptive management, and renewal, especially in policy environments that are dynamic, requiring adjustments of strategies in accordance with internal and external changes. The strength of this relation could be caused by the phenomenon that organizations that possess sound feedback structures incorporate evaluation into implementation frameworks, enabling them to be immensely responsive in real time and making strategic efforts highly relevant and effective. This premise likely is an indicator of a structural or cultural focus on performance improvement in those organizations that consider feedback an important practice in operations. The outcomes are in agreement with Roba and Odollo (2022) who showed that effective feedback structure through involvement of stakeholders is key to the success of water projects in Marsabit County. Koech and Muchelule (2024) demonstrated the importance of M&E planning for project sustainability and the need for early feedback and stakeholder involvement in order to enhance the efficacy and efficiency of M&E. Anthony and Morrisson (2024) discovered that feedback evaluation approach positively impacts implementation of projects.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provides a brief summary of the major findings, conclusions, recommendations, and future research pathways relevant to the study. This summary has been intentionally organized in accordance with the research aims, thereby creating a logical framework for clearly articulated conclusions. The findings and recommendations expressed here are based directly on results established throughout the course of the study. Further, this chapter explains how this study contributes to understanding the subject matter, thus enriching the current knowledge in this area.

5.2 Summary of Findings

The research focused primarily on monitoring and evaluation systems and strategic plan. The study mainly focused on frameworks utilized for evaluation and monitoring, as well as implementation of strategies within state corporations located in Nairobi City County, Kenya. This research specifically focused on how effective data collection, reporting processes, and feedback processes affected the implementation of strategies within those state corporations. Theoretical foundations for this study were based upon theories of change, stakeholder theory, and systems theory, which formed the foundation for utilizing correlation and regression analysis methods in this study.

The findings from an analysis of the efficacy of data collection indicated a statistically non-significant positive relationship between efficacy and adoption of strategies as well as a non-significant negative coefficient in a regression analysis. Individually, these findings suggest that while efficacy in data collection may be a critical component of good monitoring and evaluation frameworks, neither does it work alone nor does it have

a significant bearing on the effective implementation of strategic plans across the state corporations under study. That neither correlation nor regression appears significant highlights that good data collection, in the absence of firm frameworks for interpretation, reporting, and use, is unlikely to result in a strategic effect.

The reporting of data has a moderate and statistically significant positive relation with strategy implementation, along with a positive and statistically significant impact seen in regression analysis. These findings highlight reporting as an important enabler in activities related to implementation processes of strategies. A moderate correlation specifically signifies a significant linear relation, while findings from regression analysis suggest that, after accounting for other variables, reporting has a significant impact towards explaining outcome variables relevant to strategic implementation.

The variable for feedback shows a high and significant positive correlation with strategy execution, along with an unusually high significant regression coefficient. Together, these results confirm that feedback processes are not just correlated but are significant drivers of effective strategy implementation. The strength and significance of this correlation highlight the crucial role that feedback processes play in enabling adaptive learning, correction, and performance enhancement.

5.3 Conclusion

In examining the role that monitoring and evaluation practice had in implementing strategic plans in the selected state corporations, the study made conclusions based on the empirical findings. On the effect of data collection efficacy on strategy implementation, the result indicated that data collection had a positive and non-significant effect. Conclusively, the efficacy of data collection does not take a critical position when it comes to the determination of implementation outcomes on its own.

Therefore, having correct data collection can only serve as a raw material to informed decision-making but becomes of little use where there a lack of frameworks to formulate and report on analysis and apply. Consequently, data collection by itself, as important as it is, cannot become an effective practice in providing strategic impact unless it is supplemented by additional practices.

The effect of data reporting on the implementation of plans was further consolidated. It has also been established that the effect of reporting practices is moderate and statistically significant positive effect. The study hence concludes that reporting is one of the key facilitators of strategy execution and this can help in narrowing the gap between raw data and actionable insight. It is a good argument towards establishing a practice of developing standard and transparent reporting systems because they guarantee meaningful flow of information into decision-making procedures hence making decision-making and implementation processes to be accountable, aligned and more effective with regard to implementation outcomes.

The study also discussed how feedback influences such execution of the strategies. The results indicated strong and significant positive effect in correlation coefficient and regression. The conclusion is that feedback is not only related to implementation outcomes but is actually the driving force of an implementation outcome. This implies that the mechanisms of feedback have indeed supplied the necessary loop by means of which learning, correcting the errors, and enhancement of performance take place. Such strong feedback mechanisms, therefore, appear to be key to amplifying the abilities of the state corporations to efficiently execute strategies as well as being dynamic in response to the changing landscapes and challenges.

5.4 Recommendations

Based on findings from the survey conducted, various recommendations are put forward.

State corporations must change their priority from simply collecting large quantities of data and doing it fast to investing in data quality assurance, training employees in modern digital tools (like mobile-based GIS and real-time dashboards), and cross-department data systems integration. The Inspectorate of State Corporations must make it mandatory to carry out annual data-quality audits as part of the performance contract, which will be done by the Inspectorate of State Corporations.

State corporations must create the foundation of their operations around very precise, up-to-date, and clear data-reporting frameworks that are in place all over the organization. They should focus on migrating to technology-enabled reporting platforms (Power BI, Tableau, or customized ERP modules) that provide live visualization, automatic verification, and multiple access levels. The government should make a change to the State Corporations Act so that it becomes a requirement for quarterly performance dashboards to be made available to the public through the corporation's website, thus increasing the level of accountability and aiding in the process of making managerial decisions.

State corporations should set up official communication channels for feedback that are open to the public and that will include annual stakeholder satisfaction surveys, functional suggestion box systems linked to action tracking software, regular performance review forums with both staff and external stakeholders, and mandatory mid-term strategic plan review conferences. Top management commitment must be signaled through the annual publication of "Feedback Response Reports" that illustrate how stakeholder input has been integrated.

5.5 Contribution to Knowledge

The research adds to the current scholarship through an empirical analysis that demarcates the impact of certain elements in M&E frameworks—specifically, the effectiveness of data gathering, data reporting processes, and mechanisms such as those for feedback—on strategic plan implementation. Unlike previous research that has tended to regard M&E frameworks in an undifferentiated manner, the findings in this paper furnish empirical evidence that not all elements in M&E have equal impact on strategic performance. Specifically, further research shows that mechanisms for feedback and reporting processes considerably raise the chances for effective strategy implementation relative to efficient data gathering practices. Such detail enhances academic debate about M&E since it underpins the pivotal role played by ensuing activities particularly those for reporting processes and for mechanisms such as those for feedback when seeking to enhance strategy implementation in governmental organizations.

The study enriches the empirical corpus of knowledge with context-specified information gathered from sub-national public organizations within an African urban governing environment. While much research on strategic plan implementation and M&E systems has been focused at national-level institutions or in private sectors, this study positions its analysis in state corporations in Nairobi City County, thereby filling an important gap in scholarship related to public administration and development management. Through the depiction of how M&E system effectiveness varies across local areas in the public sector, the study provides applied learnings for policymakers and researchers working in decentralized governance, performance audit, and institutional change in comparable low- and middle-income settings. The study calls

for customized M&E designs that address the unique operating, political, and managerial conditions that confront local governmental organizations.

5.6 Suggestion for Further Research

Future research should consider exploring mediating and moderating roles played by organizational culture, leadership commitment, and technological capability in the interplay between different aspects of monitoring and evaluation—more precisely, the effectiveness of data gathering, reporting, and provision of feedback mechanisms—and implementation of strategic initiatives. While this current study reveals that effectiveness in data gathering does not provide a sound predictor for overall implementation success, future research may find its effect amplified when moderated by intra-organisational factors such as the organisational climate for use of data or workers' skills in interpreting data. Longitudinal research methods may then be utilised for exploring how changing trends in monitoring and evaluation procedures across time shape strategic performance, hence yielding a deeper understanding of causal relationships and contextual requirements for programme implementation success in the public sector.

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APPENDICES

Appendix I: Letter of Introduction

Kenyatta University,
Nairobi, Kenya.

RE: Request that the Questionnaire survey be completed.

Dear Respondent,

I am a master of project monitoring and evaluation student at Kenyatta University, currently conducting a research study titled: "**Monitoring and Evaluation Systems and Strategic Plan Implementation Within State Corporations in Nairobi City County, Kenya.**" This study fulfills partial requirements for my degree program.

Your participation in this study would be invaluable. Please note:

- All responses shall be kept private and used only for educational purposes.
- No identifying information (including your name) appear in the final report.

Your honest input would significantly contribute to this research. Thank you for your time and consideration.

Yours faithfully,

BII JAPHASON

MBA M&E Student

Kenyatta University

Appendix II: Survey Questions

Respondent's Personal Data

Instruction: Please tick () the column that best represents your response appropriately

Sex: Male () Female ()

Age: Below 23yrs() 24 – 47yrs () Above 47yrs()

Educational Qualification: Diploma () Bachelor’s Degree () Masters () PhD. () others ()

Current Department in Organization: Marketing (), ICT (), Human Resources (), Finance (), CEO ()

Years of work experience: Below 3yrs (), 4– 13yrs () above 13yrs ()

Good knowledge of Monitoring and Evaluation: Yes () No ()

SECTION B

Please select the options you consider correct:

Strongly Agree=V, Agree=W Neutral = X, Disagree = Y and Strongly Disagree = Z

Data Collection Efficiency

No	Statement	V	W	X	Y	Z
1	Our procedures for gathering data are simple and well-organized.					
2	The personnel that gather data are well-versed and trained.					
3	The corporation employ various data collection mechanisms					
4	The data collectors are in good communication and coordination with each other.					
5	Procedures for gathering data are routinely evaluated and enhanced.					

Data Reporting

No	Statement	V	W	X	Y	Z

1	Data reports are pertinent to the aims and objectives of our firm.					
2	Data reports are shown in an innovative manner.					
3	Data reports are efficiently distributed to the appropriate parties.					
4	Data reports are sent on time and on schedule.					
5	Data reports support the evaluation process and are accurate and dependable.					


Feedback Mechanism

No	Statement	V	W	X	Y	Z
1	Our corporation aggressively seeks out and values feedback.					
2	Feedback is obtained and disseminated to appropriate stakeholders.					
3	Decision-making is informed by feedback, which is promptly addressed and taken into consideration.					
4	There are safeguards in place to guarantee the privacy of those who submit feedback.					
5	The system of monitoring and assessment is improved with the help of feedback.					

Strategy Implementation

No	Statement	V	W	X	Y	Z
1	There is adequate monitoring and evaluation of strategy implementation progress					
2	There is alignment between the strategy and our day-to-day operations.					
3	Resources are allocated effectively to support strategy implementation					
4	Our organization is making significant progress towards achieving its strategic objectives.					
5	The strategy is adapted and adjusted as needed to address changing circumstances.					

Appendix III: Research Approval Letters



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke P.O. Box 43844, 00100
Website: www.ku.ac.ke NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School **DATE:** 26th June, 2025

TO: Bili Japhason **REF:** D56/PT/CTY/22657/2021
C/o Management Science Dept.

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL


This is to inform you that Graduate School Board at its meeting of 18th June, 2025 approved your Research Project Proposal for the M.B.A Degree Entitled, **"Monitoring and Evaluation Systems and Strategic Plan Implementation within State Corporations in Nairobi City County, Kenya."**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.




SARAH RIUNGU
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Dept.

Supervisors:

1. Dr. Joshua Tumuti
C/o Department of Management Science
Kenyatta University

SA/oo

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified 

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**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D56/PT/CTY/22657/2021

DATE: 26th June, 2025

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR BII JAPHASON - REG. NO. D56/PT/CTY/22657/2021

I write to introduce **Bii Japhason** who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the **Department of Management Science**.

Bii intends to conduct research for a M.B.A Project Proposal entitled, "**Monitoring and Evaluation Systems and Strategic Plan Implementation within State Corporations in Nairobi City County, Kenya.**"

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

SR/ma

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified



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Appendix IV: Research Permit (NACOSTI)

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 988667	Date of Issue: 17/July/2025
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. BI Kipngeno Japhason of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: MONITORING AND EVALUATION SYSTEMS AND STRATEGIC PLAN IMPLEMENTATION WITHIN STATE CORPORATIONS IN NAIROBI CITY COUNTY, KENYA. for the period ending : 17/July/2025.</p>	
License No: NACOSTIP/25/4176883	
Applicant Identification Number	Ag. Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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