MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF DROUGHT RESILIENCE PROJECTS IN MANDERA COUNTY, KENYA

BY

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DECLARATION

This research project is yet to be presented in this institution for any intellectual award.

Signature: …… Date: …….

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D56/CTY/PT/32710/2015

As the University Supervisor, I have approved the submission of this project for research to the examining body.

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DEDICATION

This intellectual product is dedicated to all the Somali girls trying to get an education and my parents Ms. Hakima Haji Hassan and Mr. Abdi Muhsin, with whom I walk the paths of their dreams with pride.

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OPERATIONAL DEFINITION OF TERMS

Drought Resilience: It refers to people's, households', and communities' ability to alleviate, adapt and recover from shocks caused by drought without compromising their long-term prospects for growth and development.

Staff Expertise: Project staff has the requisite proficiency to execute tasks.

Stakeholder Involvement It is a process where an organization engages key beneficiaries of a project to understand their expectations and incorporate their concerns into the project plan.

M&E Practices: Identified patterns that are efficacious in improving project performance. They ensure project results at the input, output, and process levels are quantifiable to propose an outline for accountability and informed decision-making.

Project performance: Measurable project outputs, outcomes and results that are achieved positively and delivered within reduced costs and expected time.

LIST OF ACRONYMS AND ABBREVIATIONS

ADA - Climate Adaptation

ASAL - Arid and Semi-Arid Land

DFID - Department for International Development

EDE - Ending Drought Emergencies

EU - European Union

GoK - Government of Kenya

GRT - Gruppo per Le Relazioni Transculturali

HSNP - Hunger Safety Net Programme

IFAD - International Fund for Agricultural Development

KRDP - Kenya Rural Development Program

M&E - Monitoring and Evaluation

MED - Monitoring and Evaluation Directorate

NDMA - National Drought Management Authority

NIMES - National Integrated Monitoring and Evaluation System

NPM - New Public Management

STMP -Second Term Medium Plan

UNDP -United Nations Development Program

USAID - United States Agency for International Development

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ABSTRACT

Globally, any organization's goal is to be effective, and efficient, attain its objectives, and exceed in performance. The need to be successful and have a more remarkable performance has created the need for regular tracking of projects to ensure the project follows the right course for optimal performance. The role of National Drought Management Authority in Kenya is very crucial in attaining the Kenya vision 2030, the big four agenda and the Sustainable Development Goal 2(SDG 2) on ending hunger and achieving food security. Therefore, with this background, the research ought to substantiate the impact monitoring, and evaluation practices have on the performance of drought resilience projects by the National Drought Management Authority (NDMA) in Mandera County. The study aimed to ascertain the influence of communication management, stakeholder participation, staff expertise, and utilization of M&E results on the NDMA. This study adopted systems theory, agency theory, and theory of constraints, and the research design was descriptive. The population under study was the 5 NDMA projects executed in Mandera County, and the unit of observation was the 60 members of the 5 projects managed under NDMA. The study undertook a census survey where all the 60 members of the above project team were studied. Data from primary and secondary sources were utilized and the researcher employed semi-structured questionnaires to collect data. Reliability and validity of research instruments and study results were attained by pilot testing the research instruments. SPSS statistical package using descriptive statistics was employed to analyze the collected data. Inferential statistics were applied to ascertain the relationship between independent and dependent variables. From the findings, stakeholder participation helps in project performance, acceptance of the project, awareness creation, capacity building and the decision-making process. The study, consequently, concluded that stakeholder participation impacts performance of the NDMA projects significantly in Mandera County. The findings show that staff expertise is predominant in successful implementation of programs, effectiveness and achievement of better results. The study concludes that staff expertise influences performance of the NDMA projects significantly in Mandera County. From the findings, communication management aids in the implementation of lessons learned, dissemination of information and ensuring clarity of roles and responsibilities. The study deduces that communication management influences the project performance of NDMA projects in Mandera County. Utilization of results is essential in identifying the information needs of stakeholders, completion and utility of M&E reports. The study concludes that M&E results utilization impacts the performance of NDMA projects in Mandera. The study recommends the management of NDMA projects should factor in intensive engagement of the community to ensure the projects are accepted by the community for enhanced outcome and project execution. The study recommends to the NDMA management to escalate the frequency of training and workshops ,especially with the advancement of technology where webinar meetings, workshops, and trainings can be carried out. The study recommends that real-time absorption of the M&E results be endorsed by the management of the NDMA, to avoid delays in decision making which might be brought about by deliberations of the M&E findings.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Universally, company executives attribute business success to the success of a project. It entails understanding the critical success factors and a plan for achieving the intended goals and objectives. A business's ability to create results from the set objectives and goals is what performance is all about (Brooks, 2006). Project performance is vital in both the public sector and the non-government institutions in highlighting the institution's progress. For the project's performance to be successful, all the system components within the project must be synchrony. Crawford and Bryce (2015) depict that for a project to be successful, it has achieved the constraints of a set schedule, budget, achieving the set deliverables, and utilized by the intended users of the project.

Over the years, the performance of projects has been failing, leading to withdrawing funding by donors and disappointments on the expected beneficiaries. Projects frequently fail to achieve objectives due to unforeseen occurrences, ever surging requirements, shifting constraints, and plummeting resource flow (Ogolla & Moronge, 2016). Therefore, this calls for continuous tracking, reviewing, and regulating the project's progress to revert, correct, and ensure that the goals are achieved. Government agencies have been reported to optimize their gains as individuals regardless of the majority needy (Mbuku and Mwangi, 2015). Further other studies by Ajidabe and Ibietan (2016) indicate that government agencies are characterized by corruption, inadequate recruitment, embezzlement of funds, poor selection procedures and practices, inadequate involvement of all stakeholders, and government interference.

According to IFAD (2012), the rate of project failure in Africa was over 50% until 2010. Similarly, a report by the humanitarian organization 2019 indicated that more than 45 million people struggled to find enough food in Africa. FAO further reports that the number of people facing severe food insecurity has more than doubled in the last six months to 2.7 million in Kenya. Therefore, this demands the projects' success to mitigate drought impacts since lives are at stake here. Donors, government, and business entities are concerned with transparency and accountability in the projects carried out. This ensures that the intended plan is carried out effectively and efficiently (Kyalo et al.,2015). Therefore, adopting a monitoring system as a management device has become a prerequisite for organizations to review progress, clarify goals, identify issues, and correct problems in planning or implementing projects (Armstrong & Baron, 2013).

Therefore, as part of the quality assurance process, the management of projects has adopted M & E design in their projects. This has aided in tasking their teams to clarify goals and prepare a realistic outline that distinctly articulates resource requirements and how a change in development can be stimulated by those outputs.

1.1.1 Project Performance

A successful intervention is measured by its ability to meet its objectives and produce a successful product or service. The project must always be within the scope, time, cost, and quality constraints for a standardized output (Andove, 2015). Project performance is measured and assessed using many performance metrics such as time, client endorsement and changes, organization performance, cost, and quality of deliverables (Cheung et al., 2014). The planning stage of a project plays an integral role in determining and quantifying a project's performance; this shows the entire project's intended activities to show the way forward for everyone.

Differences in opinion in the project do not amount to its success, thus emphasizing objectives (Ogolla et al. 2016). According to Sajey and Thulth (2015), management support, effective communication, resource availability, and a skilled workforce positively influence projects' performance.

1.1.2 Monitoring and Evaluation Practices

The criticality of ensuring an intervention is implemented as planned depends on the structure of monitoring and evaluation (Kyalo et al., 2015). The primary purpose of monitoring is to improve projects' efficiency and effectiveness by providing information for timely decision-making. Evaluation determines how well a completed program has met its objectives and assesses any prospects for the project (Cloete et al., 2014). It acts as a judge by comparing the actual and expected results of a project. Monitoring and Evaluation include planning, communication, stakeholder participation, technical expertise, logical framework, and baseline surveys. The study will adopt communication management, stakeholder's participation, staff expertise, and utilization of M&E results,

Communication has brought about success in UMEA projects in Sweden by sharing knowledge, increasing the understanding of the projects, creating awareness of the project management, and managing the flow of information both internally and externally (Weldearegay, 2012). A study by Baker (2007) asserts that ineffective communication contributes to 95% of many project failures. Data collection, performance reports, organizational processes, requested changes, forecasts, and updates characterize communication processes in a project ((Harris & Sherblom, 2018). Communication, therefore, plays a significant role in bridging the collected data and analyzed

information. With this information, whether the project succeeds can be predicted. Quality of the information received and communication flow is what determines project success (Aga et al., 2016).

Uganda established a programme with the World Bank that tracks the funding flow from the central government to schooling institutions. The system engaged the community, which has brought about transparency and accountability with the allocated funds reaching the expected schools with a significant margin (Lopez et al., 2010). Participatory approaches stipulate the dynamic involvement of critical stakeholders in the project plan and swift decision-making strategy. The involvement generates a notion of possession of the outcome and proposals linked to M&E, which results in the success of the project (Chaplowe & Cousins, 2015).

In Kenya, a study by Njogu (2016) argued stakeholder involvement improved the performance of Automobile Emission control projects. The study noted that stakeholder involvement enhances assessment of the resources, allows for problem analysis, improves the decision-making process, and addresses concerns. Regrettably, most projects fail to engage all the stakeholders at all stages. Integrating the local stakeholders into interventions determines the overall performance (Njuki *et al.*, 2015).

M&E results usage are crucial and ought to be taken into account throughout evaluation (Alkin, 2013). Results utilization helps in replicating, expansion, and decision making during the process for corrective action. However, studies from Bhiko and Louw-potgieter (2013) indicate that despite the excellent results derived from evaluation, stakeholders cannot use the findings to improve projects. A study by Wepukhulu (2017) on M&E results utilization and the performance of county projects in Busia-Kenya, indicates that most African countries collect an array of performance information

whose data quality is often destitute. The researcher attributed the insufficient data to overworking of the personnel and not providing feedback on the collected data. Therefore, it creates a massive problem of data being insufficient, partly because the data is unusable due to the subpar quality. The country, arguably, becomes rich with data but not with enough information (Mackay, 2006). The study further asserts that the absence of enough personnel, the absence of trained experts, and the absence of capacity development hinder the utilization of evaluation results, hence, affecting project performance. Sufficient supply of human resources and capacity development are ongoing issues vital in the application of M&E results (Jackson et al., 2015). For this reason, arming project staff and managers with proper aptitude and ability improves the operationalization of M & E and the over-all performance of projects (Sunindijo, 2015).

1.1.3 Monitoring and Evaluation practices and project performance

M&E activities support the project team in comprehending as to whether the projects are progressing as foreordained and within the constraints of cost, time, and scope (Sialala, F. K. 2016).

Titomet (2017) reviewed projects' performance in association with their monitoring and evaluation practices, and aspects under study were stakeholder participation, technical expertise, funding, and human resource capacity. The researcher observed that staff training enhances the efficiency and effectiveness of project performance through improved know-how and technical skills. Therefore, he concluded that a unique relationship prevails between M&E practices and project performance.

Kihuha (2018) investigated role of M&E on the performance of UNEP GEF Kenyan chapter projects. The study purposed to establish influence of technical expertise, planning process, stakeholder management and involvement. Lack of utilization of M&E results during the project implementation, low-level engagement of stakeholder analysis, and poor communication on giving feedback on the

beneficiaries' felt needs were highlighted. While the project may be achieving the set timelines within the set constraints, it is disturbing to note that the impact is of no value to the beneficiaries since their perspective and opinions are not considered.

In all phases of a project, Monitoring and Evaluation are fundamental practices that allow continuous review of project effectiveness. Karani et al. (2014), in their study, cautioned of unintended negative consequences if indicators and set targets are not appraised against performance.

1.1.4 Drought Resilience Projects in Mandera County

Mandera County is among the 47 counties in Kenya stationed in the North-Eastern segment of the country. Approximately 1,025,756 individuals reside in this county. The area is known for water scarcity and inadequate rainfall, which makes the place very dry. The county has in the past experienced prolonged drought, and it was hit hard in 2011, which saw the loss of livelihoods and economic downgrade. Within ten years the Government of Kenya has committed to Ending Drought Emergencies (Sector Plan, 2013). To attain this vision, the GoK has delegated this duty to the NDMA, and the agency has the mandate to strengthen resilience in shocks in drought-prone communities by reinforcing drought management's institutional and financing framework. The Kenyan government and other donor agencies such as the European Union (EU), DFID, and the World Bank finance the NDMA. In discharging its duties and attaining its set objectives, the NDMA has strategically positioned itself besides Arid and Semi-arid Lands (ASAL) of Kenya.

The NDMA coordinates two European Union programs: Kenya Rural Development Programme, a three-year project (2014-2017) concerned with drought readiness and resource flexibility for prompt action to imminent drought. The NDMA also coordinates the activities of HSNP, which is a project financed by DFID to lessen acute hunger and susceptibility of the most impoverished household by

consistent disbursement of unconditional cash transfer. Drought resilience is central to NDMA's strategy, and ADA Consortium has been the vehicle used to implement this strategy. ADA Consortium is a four-year project financed by the DFID. It aims to prepare government counties access to global climate finance funds that support adaptation and resilient climate advancement through conventional approaches that permit societies to prioritize investments in social-goods that shape their buoyancy to climate change. Despite the organization receiving recognition of being a public institution that has made it easier for other institutions and citizens to access data, drought status and poor livelihoods worsen.

In 2019, livestock body condition, access to water, terms of trade, drought status, health, and nutrition worsened in Mandera County (NDMA 2019). The report further indicates that the deterioration of food security and water resources will increase. A further report by Ndonga (2019) shows that 2.6 million Kenyans are currently facing starvation, with the figure projected to rise to 3.7 million. From the report, there was an increase of 1.1 million people further identified.

According to an audit report by the Auditor General, the NDMA achieved more than 90% of its annual work plan targets and 97% of its performance contract targets. This, therefore, means that by now, SDG 2 “End hunger, achieve food security and improved nutrition and promote sustainable agriculture” should have been achieved sufficiently looking at the performance. However, the status of the drought is acute, and yet it should be minimal or sufficiently evident impact given the duration the agency has been operational.

Despite the three-year project by NDMA, in dealing with drought preparedness and flexible financial resources for early response impending drought since 2014, drought status and poor livelihoods keep

worsening. Therefore, it is paramount to identify M&E aspects that impact the performance of drought resilience projects in Mandera county.

1.2 Problem Statement

Since 1950, the performance of projects has faced dissatisfaction, and the project directors ascribe failure to poor managerial skills, poor project design, organization failure, poor monitoring practices, and poor stakeholder participation. According to IFAD (2015), Africa has shown high project failure rates above 50% until 2020. For any organization, the goal is the success of its projects. However, different parameters ranging from poor management, corruption, poor communication of information and feedback, insufficient stakeholder participation, poor decision making, poor planning and implementation, influence projects' success (Musimba, 2014). The beneficiaries of the intended project intensely feel the impact of the project's failure. To achieve the set deliverables, institutions have employed the practice of M & E to oversee and enrich the performance of the projects at each stage. Despite the widespread adoption of monitoring practices in developed countries, project performance challenges are rampant, as expressed by key donors, notably the World Bank and bilateral aid agencies (Khan, 2012).

A study by Development International (DI) 2017 further suggests that in Mandera County, the disaster preparedness towards drought was faced with the problematic relationship between the stakeholders, which often led to delay of projects due to resource allocation, political interference, and over-expenditure hence stalling the projects. Despite the mitigations to curb drought by NDMA in Mandera County, DI indicates that the county has a 6.7 risk score on lack of coping capacity. The beneficiaries face starvation, which is likely to increase to 3 million (Ndonga, 2019). To improve the performance of NDMA projects, all factors that derail them need corrective action.

A study by Musimba (2014) in Kilifi County established that stakeholder participation in drought risk management faced challenges such as lack of clear roles, coerced stakeholder involvement by practitioners, passive participation, and poor communication channels for effectively delivering information to all stakeholders. The study, however, is limited to Kilifi County, and the findings cannot be inferred to other counties. The study focuses on stakeholder participation as the only aspect of the study, creating the need to establish other factors such as staff expertise and M&E results utilization.

Githae et al., (2020) verified that the NDMA projects at Taita Taveta lacked significant efforts in developing its human capital. Rastogi (2012) asserts that, for successful implementation of an organization's strategies, workforces must be armed with the essential skills, tact, and knowledge through constant professional training and development. The study will therefore bridge the gap by conducting the study at Mandera County. Further, the study focuses on financial and human capital as influencers of project performance. This study will investigate the influence of stakeholder participation, communication management, M&E results utilization, and staff expertise on the performance of drought resilience projects by the National Drought Management Authority (NDMA) in Mandera County.

1.3 Objectives of the study

1.3.1 General Objective

In this research, the aim was to substantiate the influence M&E practices have on the performance of drought resilience projects managed by NDMA in Mandera County, Kenya.

1.3.2 Specific Objectives:

1) To ascertain the influence communication management has on the performance of drought resilience projects by NDMA in Mandera County, Kenya.
2) To analyze the influence stakeholder participation in M&E has on the performance of drought resilience projects by NDMA in Mandera County, Kenya.
3) To verify the influence staff expertise in M&E has on the performance of drought resilience projects by NDMA in Mandera County, Kenya.
4) To evaluate the influence M&E results utilization has on the performance of drought resilience projects by NDMA in Mandera County, Kenya.

1.4 Research Questions

The below queries were applied.

1. What influence does communication management have on the performance of drought resilience projects by NDMA in Mandera county, Kenya?
2. What influence does stakeholder participation in M&E have on the performance of drought resilience projects by NDMA in Mandera county, Kenya?
3. How does staff expertise in M&E influence the performance of drought resilience projects by NDMA in Mandera county, Kenya?
4. What influence do M&E results utilization have on the performance of drought resilience projects by NDMA in Mandera county, Kenya?

1.5 Significance of the study

NDMA would appreciate conclusion from this research as it would highlight key areas that would help strengthen the M&E practices implemented by the authority. The study is anticipated to be beneficial to policymakers during policy formulation and implementation of policies which would offer conducive environment for drought resilient projects.

The study would be of value to development partners and donors who want to achieve value for their money. Therefore, development partners would use the information to shape the future of their projects through understanding areas of improvement that should be addressed to make rational investment decisions. The study outcomes would advance the M&E body of knowledge, particularly the development of an effective monitoring system in the public and private sectors.

1.6 Scope of the Study

The core intention for this research was to substantiate the influence M&E practices have on the performance of drought resilience projects by NDMA, in Mandera County, Kenya. It was limited to the projects or programmes run by the NDMA since the agency is mandated to strengthen resilience in shocks in drought-prone communities by reinforcing the financial and institutional framework for drought management, thus providing the needed information with consistency for this study. Mandera County was selected as a case area because the significant projects of NDMA are being implemented here. The target population was the 5 donor-funded projects: HSNP, KRDP, EDE, ADA Consortium, and cash/food for Asset managed by NDMA, and the population under study were 60 members of the 5 NDMA projects in Mandera County. A census survey was adopted by the study.

1.7 Limitations of Study

Due to the expansive geographical distribution of NDMA projects in the 47 counties of Kenya, the study only selected NDMA projects implemented in Mandera County. Reluctance by the respondents to give complete information on project performance was a limiting factor to the study. The respondents considered such questions sensitive, especially those that are negative, fearing that the information sought would print a negative image about the development partners or their organizations. Guaranteeing the respondent's confidentiality and assuring that the information was only for scholarly purposes increased their corporation. The scholar obtained an introductory letter explaining the motive for conducting this study.

1.8 Organization of Study

Three chapters are entailed in this study. It commences with a sum-up of the research and an outline of its focus is done. It elaborates the context of the study in which the background of M&E practices, objectives understudy, problem statement, and importance of the study are reviewed. In the second chapter previous literature on the topic under study is reviewed. Theory evaluation and approaches are discussed together with the gaps left by other researchers in this study. Chapter three deliberates on the methodology and design of the research. It expounds on the population to study, the sampling framework, and techniques to test research instruments validity. This section further discusses different methods used to collect data, analyze data, and ethical research considerations. Data presentation and interpretation will be reflected in chapter four. Chapter five will expound on the results of the study and suggestions for improvements would be communicated.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section synopsizes findings from earlier research conducted on M&E practices and project performance. It covers theoretical, empirical literature, conceptual framework, a recap of literature reviewed, and research gaps.

2.2 Theoretical Literature Review

An array of models that fortify the conceptual framework and subsequently advise the problem statement is what theoretical literature entails.

2.2.1 Theory of Constraint

Theory of constraint as posited by Dr. Goldratt (1980). The theory asserts that in a project there are constraints that always hinder a project from going forward or achieving its maximum potential. Dr. Goldratt asserts that a constraint is a variable that puts limitation on the performance and in every project, there is at least a single constraint. This therefore means that for a project to be successful, there has to be measures enacted to deal with the constraints. In a project, constraints may bring challenges in project management, thus the dire need for skilled staff in monitoring practices and identifying risks that may hinder the performance of projects. Improving the capacity building of the staff and stakeholders through continuous training is detrimental to the success of a project (IFRC, 2011). Trained personnel will be able to grasp the processes of Goldratt in the management of projects by identifying constraints and optimizing the project process. Many projects have faced challenges

in execution and running their processes due to uncertainty involving the triple constraints of time, scope, and cost (Serrador & Turner, 2015).

Additionally, decisions made by the project stakeholders will also determine the effect triple constraint action has on the project's success. Good decision-making by the stakeholder is likely to see the project succeed and vice-versa. The above theory will provide the framework for identifying the effects of staff expertise and stakeholder participation on project performance.

2.2.2 Systems Theory

Biologist Ludwig von Bertalanffy in 1940 constructed the theory on systems (Wilkinson, 2011). The theory was further expounded by Ross Ashby (Introduction to Cybernetics, 1956). The scholars opine that a system is an interrelation of two or more elements, where each element affects the functioning of the whole. The focus of this theory is on the interactions of all the components of the system and how they relate to each other. This helps to comprehend the functioning, organization, and outcomes of an entity. One way to determine the properties of a system is to observe the interaction and organization of these elements (Maull and Yip, 2009). Advancement of system theory such as the introduction of open and closed input-output analysis by Wassily Leontief in the 1930s is how concepts applicable to project management were developed. The aim of every institution when initiating a project is to have definite outcomes and criticality of successful project performance will highly be demanded.

The theory is appropriate in this study since M&E is perceived to be a system encompassing parts such as management, development partners, government policy, employees, and the community who play interactive roles for the success of projects or interventions. If one part does not cooperate, the M&E system fails to achieve its goal in the project's performance. The M&E system is susceptible to

internal and external variables, affecting the system either positively or negatively. For instance, corrective actions based on the dissemination of information could improve performance or weaken it. A single unit, especially on the use of information for lessons learned, impacts the organization's entire system. Unreliable information will result in incorrect actions, which will alter performance of the project. This theory will form the basis for communication management, stakeholder participation, and the use of M&E results.

2.2.3 Agency Theory

The agency theory was posited by Stephen Ross and Barry Mitnick (1973). The theory shows the relationship between agents and principals. An agent is supposed to exemplify the principal's best interests without indulging in his interest. However, the agents do not prioritize the principal's interests and focus on their interests. The differences of interest between the principal and the agent may bring about conflicts resulting from miscommunication. The success of any intervention depends on communication between project participants. There should be cooperation and the free exchange of information among all stakeholders to attain the project's goals (Haleema,2020). There are situations where one participant is more informed than the other, which causes the principal-agent problem (Jäger, 2008). The allocation of tasks crafts an agent-principal bond between the project owner (development partners or government) and the manager (Müller and Turner, 2005). It is expected that an agent will try to exploit his or her clients to fulfill their wants (Schieg, 2008). Information asymmetries have raised communication risks in most projects, which has given principals reasons not to trust their agents. According to the agency theory, three issues characterize the principal-agent problem: adverse selection, moral hazard, and hold-up (Winch, 2010). Therefore, the principals attempt to fix these worries by setting up ways to reconcile the agent's interests with

that of the principals through the elimination of opportunistic mannerisms and information asymmetries.

The above theory applies to this study because there is a principal-agent relationship between the donors and the management, between the management and the project staff, between management and beneficiaries. If there is a lack of cooperation and poor information flow between these participants, the project will not achieve its goals. Project success will highly depend on clear communication between the stakeholders. This theory will relate to the effects of communication management, stakeholder participation, and M&E results utilization on project performance.

2.3 Empirical Literature Review

2.3.1 Communication Management and Project Performance

Lenni & Tacchi (2015), in their study on evaluating communication for development, a framework for social change, echo the disconnect between reporting priorities of different stakeholders. It was observed that accountability-based techniques and growing learning-based techniques provide deeper communication needed in project implementation. Further, the study highlights the need for project managers to provide appropriate communication of M&E interventions to attain project sustainability.

Kihuha (2018) carried out a study on M&E practices on global environment facility projects in Kenya. This study concentrated on training and stakeholder involvement in the performance of projects. A descriptive research design with a sample size of 52 staff was adopted. The researcher established a lack of effective communication while meeting the project's objectives and utilizing lessons learned

to deliver the project's goals better. The researcher opined that effective communication substantially influenced project performance.

Alshammari et al. (2019) studied the project management skills needed for improving project performance in complex projects, a case of Kuwait construction. The study established that project managers need to avoid failures in the communication process by ensuring getting the message across right the first time. The respondents on the other hand echoed that there is need for constant communication on matters such as status report, goals, budget and resources.

A review conducted by Njeri et al. (2019) assessed what ways M&E practices influence sustainable projects; a case of the National Aids Control Council demonstrated that appropriate communication and reporting strategies are crucial in determining project performance and its sustainability. The respondents echoed that proper dissemination of information and timely communication of results played a vital role in project success. Consequently, organizations need to prioritize the improvement of communication channels in M&E through aligning their communications with their strategic goals. In addition, all relevant personnel need to be aware of their roles in the communication effort. Finally, the quality of information must adequately be verified for the communication to yield the intended results.

2.3.2 Stakeholder Participation in M&E and Project Performance

Nyandika and Ngugi (2014) studied stakeholder participation and performance of road projects at KENHA. The study applied descriptive research with a target population of 251 respondents. 30% of the target population was used from the stratified random sampling. The researchers established that stakeholder participation in various forums positively influenced the project's performance.

Mugo et al. (2015) researched the impacts of M&E on development projects and Kenya's economic growth, and it adopted a binary probit model and used a sample size of 60. It was opined that, project performance in the short run was negatively influenced by the involvement of stakeholders. However, this study contradicts that of Mwangi et al. (2015) on M&E effectiveness, which validated involvement of stakeholders significantly improved M&E.

Njuki (2015) investigated the role of stakeholders in project performance in her research on participatory M&E for stakeholder engagement in CIAT Africa, Uganda. The study opined the necessity for local indicators to be integrated with project-level indicators as this provides indicators on hard-to-measure outcomes like community empowerment. This will mean stakeholders will be involved in designing M&E tools, hence making beneficiaries active participants in project implementation. The researcher concluded the presence of a direct relationship between project performance and stakeholder involvement.

Wambura (2016) studied the impact of participatory M&E practices in the performance of village saving & loan associations (VSLAs) projects in Kwale County, Kenya. From the findings, participatory M&E imparted the implementation of VSLAs projects in Kwale County. According to the respondents, the success of VSLAs was attributed to new financial deployment practices and the involvement of the stakeholders in the project process. From the study, PME makes stakeholders recognize the economic and social challenges they encounter, which can be instrumental in outlining initiatives aimed at benefitting them.

Jamal (2018) studied the effects of participatory Monitoring and Evaluation on project performance at Kenya Marine and Fisheries Research Institute, Mombasa, Kenya. The findings revealed that insufficient M&E training and unsuitable tools impede participatory evaluation. Quality evaluation

and successful implementation of project key concerns can only be realized with knowledgeable stakeholders. Therefore, critical decisions based on information collected by untrained stakeholders will not be reliable and project performance will not be improved. The study failed to explain how stakeholder capacity building should be achieved.

Siavhundu (2019) assessed the importance of project stakeholder management in the implementation of Zimbabwe Revenue Authority electronic services. The study proved that stakeholder participation is indispensable in the implementation of the E-services.

2.3.3. Staff Expertise in M&E and Project Performance

Wachamba (2013) researched M&E systems effectiveness in NGOs within Nairobi County. A population of 8,503 acquired from 200 NGOs located in Nairobi was sampled. As a result, the researcher established that personnel training on M&E systems has a substantial impact on the personnel regarding the quality and quantity of their work, thus contributing positively to the project's performance.

Oleche et al. (2015) studied the impact of M&E of developments projects on Kenya's economic growth. The study focused on the capacity building of personnel as an independent variable. The study adopted a binary probit model with a sample size of 60 was used. From the findings, the capacity building of the personnel had a substantial positive impact on M&E implementation. The researchers disclosed an increased unit in training increased the success of M&E implementation by 1.4%.

Ngatia (2015) researched M&E systems and their impact on NGO performance in Murang'a County, Kenya. The researcher focused on human resources within the M&E system as an independent

variable. It was established that a unit rise in human resources leads to a 28% performance improvement of NGO-based agribusiness projects in Murang'a County. With the sudden demand for proficiency in M&E and more emphasis on project impact, it was discerned that there is insufficient capacity for M&E in NGOs. From the study, assessing and planning for human capacity is paramount in attaining project goals.

Mbiti & Kiruja (2015) researched M&E's role in the performance of public organization projects in Kenya. They observed that the team assigned M&E was not dedicated to the function, had no practical skills, and the job description for the evaluation team was not defined at project inception. They concluded that this disclosure of deficiency in M&E skills confirms the flaws experienced in public benefit organizations.

Mohamed (2017) assessed M&E practices and their influence on the performance of projects based in counties. Descriptive design was applied with a sample size of 271 respondents. The researcher observed that staff training directly correlates with project performance and concluded that capacity building is an essential component. It helps in bringing acceptance of the project and ensuring cost constraints are minimized.

2.3.4 Utilization of M&E Results and Project Performance

Simister (2015), in his study on monitoring and evaluation plans, opines modifications need to be made on the M&E approaches not working correctly or changes in the project itself. This can only be achieved through implementing the lessons learned and utilizing the information gathered. The study established that insufficient systematic use of evaluation findings from previous programmes and utilization of results influences the implementation of M&E systems with a positive significance.

According to Ntiniya (2016), M&E results in utilization evaluate the linkage between implementers and decision-makers. Therefore, the study assessed what effect evaluation has on the performance of CDF projects in Kajiado County, and established that M&E findings added to the preservation and knowledge advancement. This, in return, offered a vigorous foundation to shape policy and float funds at the County government of Kajiado. Finally, the researcher concluded that result utilization has a considerable impact on the performance of CDF projects.

Gamba (2016) investigated the factors affecting the utilization of M&E outcomes in the implementation of Malaria Control Programmes (MCP) in Mukono district, Uganda. The study applied a survey design where questionnaires were administered to 120 employees. The researcher found out that 71.4% of the respondent employees opined that the M&E results were hardly employed as a knowledge repository regarding the execution of MCP. The study, however, established that the use of monitoring results influenced the implementation of programs. The study further established M&E findings were rarely employed for decision-making regarding the implementation of MCP.

Wepukhulu (2017) surveyed the impact M&E results in utilization have on county governments, the case of Busia County, Kenya. The researcher proved that shortage of M&E proficiency adversely influences utilization of monitoring results and further demonstrated that it is not easy to disassociate M&E expertise and result utilization. Absence of such relation induced project performance. The researcher failed to express the implications of societal factors in enabling knowledge management derived from M&E results.

Onyango (2017) investigated the efficacy of M&E systems in Kenyan county government projects. The research recognized that utilizing evaluation findings had a substantial impact on project performance. It was further confirmed that the intent of the M&E system is to help in decision-making

and improve the organization's performance. The study indicated a need for programme and project managers to undertake corrective actions with the evaluation results. The study further highlighted that implementing the lessons learned not only serves the immediate needs of the programme or project but also provides feedback for future policy or projects.

2.4 Summary of literature reviewed and research gaps

A review of research has ascertained the need for effective monitoring and evaluation practices for successful project performance. This shows increased recognition of M&E techniques in project management. Despite the significance associated with the adoption and application of effective project monitoring practices, no consideration has been put into enquiring and scrutinizing whether the practices result in actual project performance (Wanjiru, 2013: UNDP, 2009: IFRC,2011)

The various studies have captured a few aspects of M&E. Wakamba's (2013) research on determinants of effective M&E in NGOs was limited since it depended on self-reporting of the NGO, which is prone to biases. The study undertook a census survey that covered the entire population, thus countering the bias.

Table 2.1 knowledge gaps addressed

Author	**Focus of Study**	**Critical Findings**	**Research Gap**
Njeri et al. (2019)	M&E practices and their impact on sustainable projects. A case of National Aids Control Council,	Communication and reporting strategies are crucial in determining project sustainability.	Narrow scope. The study was based on communication but its concentration was not on project performance.
Alshammari et al. (2019)	Project Manager's proficiency in improving project Performance: Kuwait Construction industry.	Effective communication management is critical in project success.	The study scope was limited. Literary data was used and this limits generalization.

Siavhundu (2019)	Importance of project management in executing online infrastructure programs for the Zimbabwe Revenue Authority.	Stakeholder Involvement (project partners) was crucial in the execution of the project.	Used qualitative information and limited sample size that discourages generalization.
Kihuha (2018)	M&E practices and their role in global environment facility projects in Kenya.	Personnel training and stakeholder participation influence the project performance	Supply, demand, and information utilization are not expounded by the study
Mohammed Noor (2017)	Factors influencing M&E County Government projects	Lack of stakeholder involvement, lack of staff training were the significant causes of inefficiency.	The study did not consider aspects like competency and availability of resources.
Onyango, C.O. (2017)	Assessing M&E system effectiveness in the implementation of County government projects.	Expertise in evaluation does not determine communication of project's lessons learned	The study does not explain the importance of not communicating lessons learned. The scope was limited.
Wepukhulu (2017)	M&E results utilization and its impact on the performance of county projects in Busia-Kenya	There is disassociation between M&E expertise and result utilization.	The study does not outline importance of facilitating knowledge management derived from M&E results.
Gamba (2016)	Utilization of M&E findings and its impact on implementation of Malaria Control Programmes (MCP) in Mukono district, Uganda	Evaluation findings were rarely employed for decision-making in MCP implementation.	The study does not determine the effect on project performance if M&E results are not utilized
Ntiniya (2016)	Influence of monitoring and Evaluation on performance of CDF projects in Kajiado East Constituency.	M&E findings added to the preservation and knowledge advancement	This study did not expound on how to utilize M&E findings.

Mbiti & Kiruja (2015)	Role of M&E in the performance of public organization projects in Kenya.	There is no practical development/training in the human capacity required for M&E.	The study is subjective as measuring the degree of skillfulness is not clear-cut.
Mugo et al. (2015)	Impacts of monitoring and evaluation on development projects and Kenya's economic growth.	Project performance was negatively influenced by Stakeholder involvement.	The findings of the study contradict the theory anchored on.
Simister (2015)	Influence of monitoring and evaluation plans on the success of projects	Insufficient use of evaluation findings from previous programmes and utilization of results influences the implementation of M&E systems	Limited scope. Other aspects of project performance were unidentified.
Ngatia (2015)	Impact of M&E systems on performance of NGO projects in Murang'a County, Kenya.	Assessing and planning for human capacity is paramount in attaining project goals.	Limited scope The findings cannot be inferred to all populations.
Lenni & Tacchi (2015)	Evaluation of communication for development: A social-change framework.	There is need for project managers to provide appropriate communication of M&E interventions to attain project success.	The study left did not consider on the role played by other challenges unique to project management.
Nyandika and Ngugi (2014)	Influence of stakeholder participation on the performance of road projects at KENHA.	Stakeholder participation in various forums positively influenced the project's performance.	Limited scope The findings cannot be inferred to all populations.
Wachamba (2013)	Determinants of effective monitoring and evaluation in non-governmental organizations within Nairobi County.	Training of personnel influences M&E systems	Limited sampling technique prone to bias

Source: Researcher (2022)

2.5 Conceptual Framework

To bridge the above-mentioned gaps, the conceptual framework shown in figure 2.1 below was used by the study.

Independent Variables **Dependent Variables**

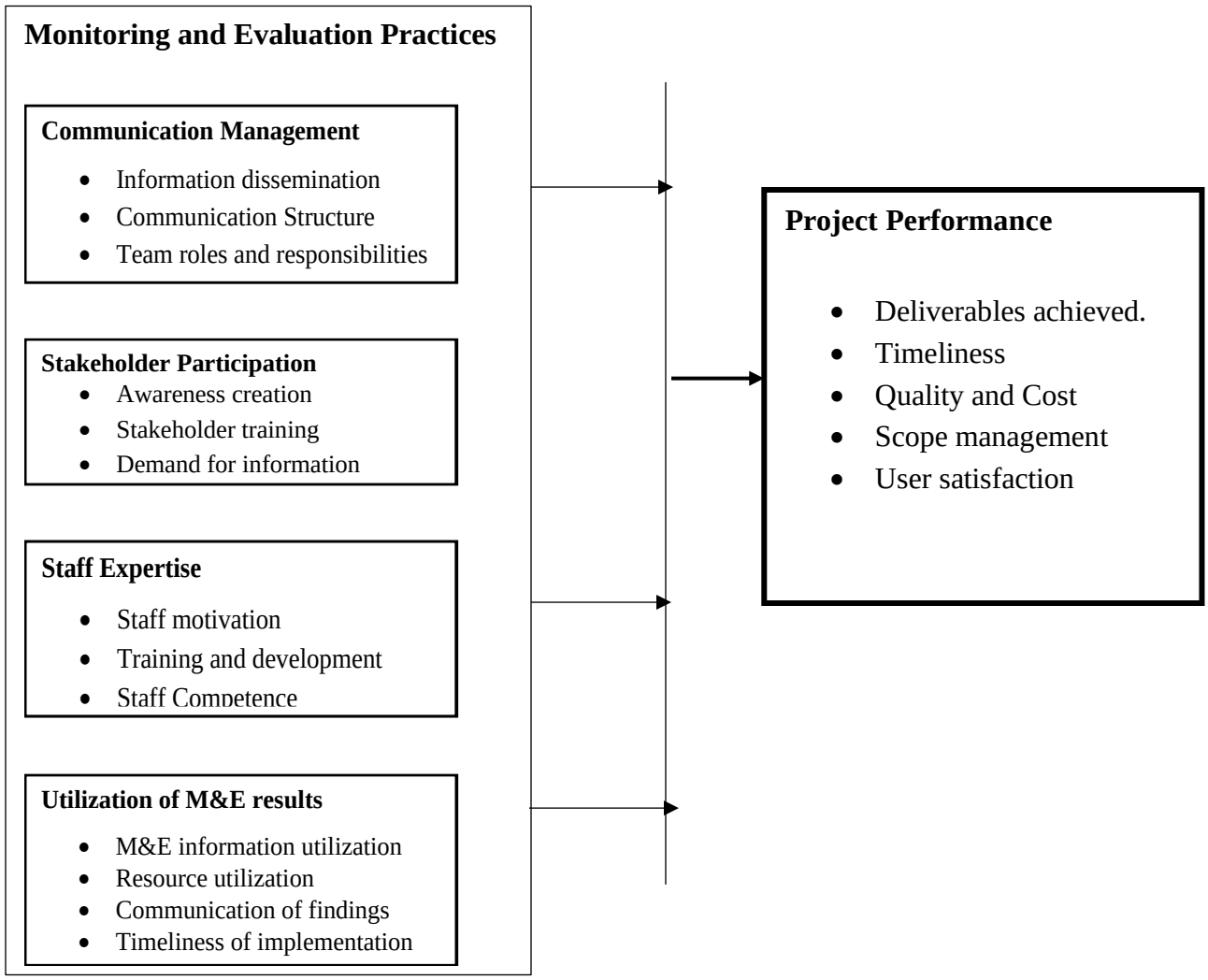

Figure 2.1 Conceptual framework
Source: Researcher (2022)

Figure 2.1 presents the association between the independent and dependent variables. Communication management, stakeholder's participation, staff expertise, and utilization of results are the independent variables whereas performance of drought-resilient projects is the dependent variable in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This segment concentrated on methodology and design of the research. It expounded on population to study, sampling framework, and techniques to test validity of the research instruments. This section further discussed different styles applied to collect and assess data.

3.2 Research Design

A blueprint strategy, a plan or a roadmap for investigation conceived to acquire feedback to research questions, is what research design entails (Kothari, 2014). This research employed a descriptive survey design since it permits scholars to illustrate, record, assess and report both existing and existed circumstances (Kothari, 1985). The researcher incorporated quantitative and qualitative methods. In this study, the qualitative approach was applied since it imparts an exhaustive comprehension of information, while the quantitative approach yielded summarized figures on various elements (Hair et al., 2007).

3.3 Target Population

Population in research indicates components, incidents or households that are under investigation (Garg, 2014). The population under study are the 5 NDMA projects running in Mandera County. The population of interest was 60 members of HSNP, EDE, ADA Consortium, KRDP and food for asset drought resilience projects managed by the NDMA in Mandera County. The 60 involved the project directors, project managers, field personnel, M&E officers, Support staff and project committee members.

Table 3.2 Target Population Studied

Projects	No. of respondents	Percentage
HSNP-Cash transfers	15	25
KRDP	9	15
EDE	13	22
ADA Consortium	11	18
Food for Asset	12	20
Total	60	100

3.4 Sample Design

Selection of several observations for a study so that each observation signifies a bigger cluster which they are carefully chosen from is what sampling entails (Erik & Marko, 2011). Census survey was undertaken in this research where all the 60 members of the HSNP, EDE, ADA Consortium, KRDP and food for assets projects were studied. Owing to the negligible size of the population under study the census approach was used and this has the advantage of providing complete population coverage.

3.5 Data Collection Instrument

A semi-structured questionnaire was adopted in this study. It comprised both open-ended and closed-ended questions. Statistically it is easy to analyze data collected using semi-structured questionnaire. Open-ended questions enabled the respondents to explain their responses in detail and, on the other hand, permitted the researcher to discover insights that would not be aired otherwise. Closed-ended questions on the other hand expect the respondent to assess each probable answer independent of the other given options. The set of options form an array of feedback, like those offered by numerical ranges and the Likert scales.

3.5.1 Pilot Study

Staff working on a similar drought resilience project who match the respondents in other counties where NDMA has a presence were used to test the questionnaire. Kothari (2014) recommends a representation of at least 10% of the total population in the pilot study; hence, the selection of 6 individuals is deemed a representative pilot. Six respondents were selected randomly in the pilot study and they were administered questionnaires. Without prior notification the participants were invited back after a week to answer the same questionnaires mainly to ascertain variations between the responses of first and second tests. Cronbach's alpha methodology, based on internal consistency, tested data reliability. Acceptable reliability should be when the Cronbach's alpha is more than the tolerable level of 0.70 (Bryman & Bell, 2007)

3.5.2 Validity

According to Saunders et al. (2003), validity involves how precisely the data obtained represents the study's variables. Questionnaire validity was examined through conducting a pilot study. Internal and criterion validity was enhanced by ensuring that the instruments for data collection collect and measure what is relevant for the study. Criterion oriented validity was used in this research. It refers to the degree by which prediction of the performance of variables were made based on the results acquired currently and correlating the scores attained with the performance. The subsequent performance is referred to as the criterion, and the prediction is obtained from the present score. The response from the pilot study was the criterion, while the response from the actual study was the prediction.

3.5.3 Reliability

The consistency of a variable or set of variables in what it is purposed to measure is what reliability is about (Hair et al., 2007). In order to detect flaws in design and ensure that the instrument does not have deviations or ambiguity the researcher undertook a pilot test.

3.6 Data Collection Procedure

Questionnaires were disseminated to the target respondents through emails and physical distribution. To avoid duplication the physical questionnaires were serialized to differentiate them from the questionnaires sent via email. The research permit was sourced from NACOSTI prior to the commencement of data collection. An introductory letter was presented by the researcher when approaching the respondents, and the data was collected in 2 weeks.

3.7 Data Analysis and Presentation

Bryman & Bell (2007) opine that data analysis is done to fulfil research objectives and questions. Analytical and logical reasoning is applied in the process of appraising data to scrutinize all components of the provided data. The collected data through the questionnaire was edited, cyphered and logged into Statistical Package for Social Sciences (SPSS), which aided in analyzing the data. Open-ended questions generate qualitative data and was indexed in themes grounded on the research objectives and presented in commentary form. The quantitative data was analyzed and presented by employing frequency distribution tables, percentages, mean, and standard deviation.

3.7.1 Regression Analysis

The dependent and independent variable have a connection which was tested through multivariate regression model. The below regression model was applied to establish projection of dependent variables by the independent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y=Performance of Drought resilient projects

X_1= Communication management;

X_2= Stakeholder participation;

X_3=Staff Expertise,

X_4 = Utilization of results

$\beta 0$ = Constant Term;

ε = Error term

β_1, β_2, β_3 andβ_4: will be the estimated coefficients

3.7.2 Normality Test

Variables need to be distributed almost normally so that the study results can be inferred outside the sample (Ghasemin and zahediasi, 2012). The study used both Shapiro- Wilk and Kolmogorov-Sminorv normality tests. If a figure of less than 0.05 is yielded by normality tests, the data will not be normally distributed in Kolmogorov- Smirnov test, but if the Shapiro-Wilk test is used, the data will be distributed normally if the figure is more than 0.05.

3.7.3 Multicollinearity Test

In statistics, multicollinearity sets in multiple regression model when various forecaster variables are vastly correlated. In this study, Variance Inflation Factor (VIF) was used to assess multicollinearity in the multiple regression model. According to Runkle et al. (2015), multicollinearity is said to exist if Variance Inflation Factor (VIF) is greater than 5 and they further assert that a variable needs to be eliminated from the regression analysis if VIF is more than 5.

3.7.4 Heteroskedasticity Tests

Heteroskedasticity refers to the regression disturbance whose variance fluctuate across observation (Greene, 2008). In most applications, heteroskedasticity arises and ends up causing inefficiencies in the estimated results. Breusch- Pagan test was used in this study, and the results was rejected if $p<0.05$ as this indicates the presence of heteroskedasticity. In case heteroskedasticity takes place, the results are less reliable and should therefore be considered with more caution and less confidence.

3.8 Ethical Consideration

First, approval for this study was pursued from NDMA and further permission from the targeted project directors that was served with an introduction letter elaborating the rationale of the study and a permit from the National Commission for Science Technology and Innovation (NACOSTI) was also presented. Confidentiality was ensured by using the acquired information for the sole intention of research, and ensured anonymity of the participants' by omitting names on the questionnaires.

CHAPTER FOUR

FINDINGS, DISCUSSION AND ANALYSIS

4.0 Introduction

Findings on aspects of monitoring and evaluation and how it influences the performance of projects at NDMA are deliberated in this section.

4.1 Response Rate

Only 45 of the 60 questionnaires disseminated to project participants were returned complete, making it 75% response which William (2017) depicts as an excellent rate to work with.

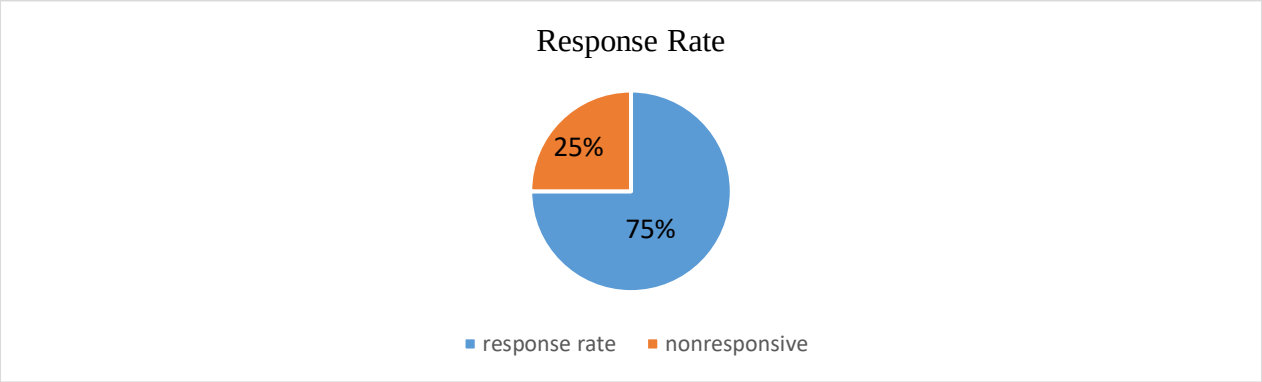

Figure 4.2 Response rate

4.2 Reliability Analysis

The study carried out a pilot study on staff working with NDMA at Machakos. 6 employees were selected randomly to test questionnaire reliability. As illustrated below, the internal consistency of each variable was determined using Cronbach's Alpha.

Table 4.3**:** Reliability Analysis

Variable	Cronbach's Alpha	Number of Items

Communication management	0.817	6
Staff expertise	0.816	6
Stakeholder participation	0.815	6
Utilization of M&E results	0.812	6

Source: Field Data (2022)

The table 4.3 shows that communication management tops with a reliability of 0.817, followed by staff expertise with 0.816, stakeholder participation with 0.816 and utilization of M&E results with 0.812. Based on the acceptable reliability should be when the Cronbach's alpha is more than the tolerable level of 0.70 (Bryman & Bell, 2007), the research variables under study surpassed the accepted threshold.

4.3 Demographic Information

4.3.1 Gender of the Respondent

68% of the responses assessed were male while 32% were female as shown by the below figure. This therefore confirms that all genders took part in the project albeit equal measures.

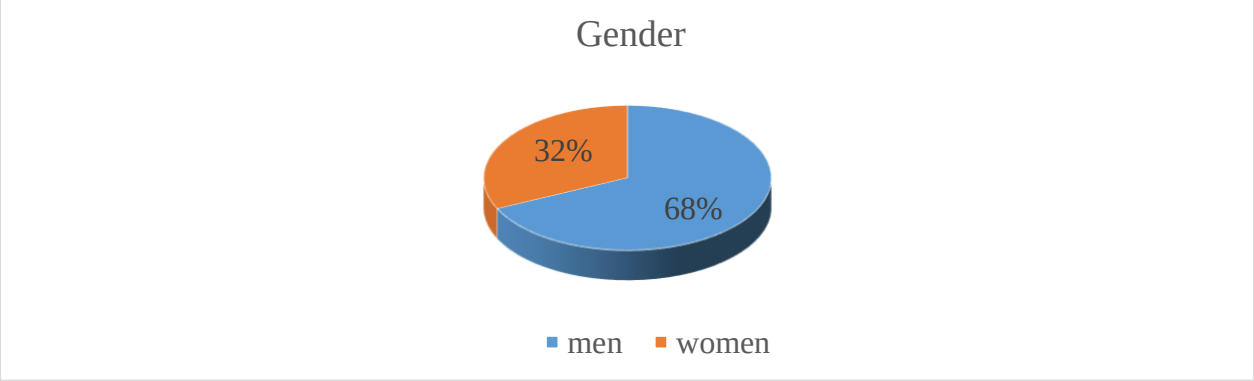

Figure 4.3: Gender of The Respondent

4.3.2 Respondents Education Level

The respondents indicated as shown below that majority had a diploma, shown by 45%, 20% were degree holders, 34% were high school graduates while 9% had masters and more. From the above analysis, the respondents were able to read and comprehend the questionnaires thus give an accurate information based on their education level.

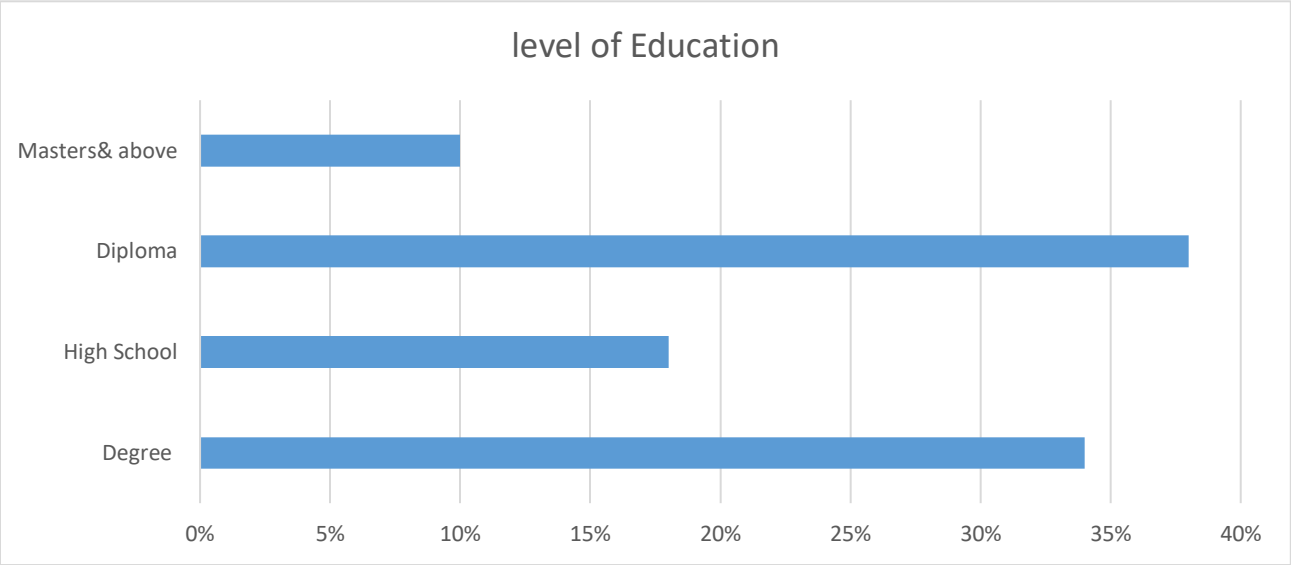

Figure 4.4: level of education

4.3.3 Respondents Period of service

On their period of service with NDMA as employees, 64% indicated less than 5 years, 26% indicated above 5-10 years while 10% indicated more than 10 year and below. The respondents are therefore conversant with the operations of NDMA and knowledgeable on matters relating the projects.

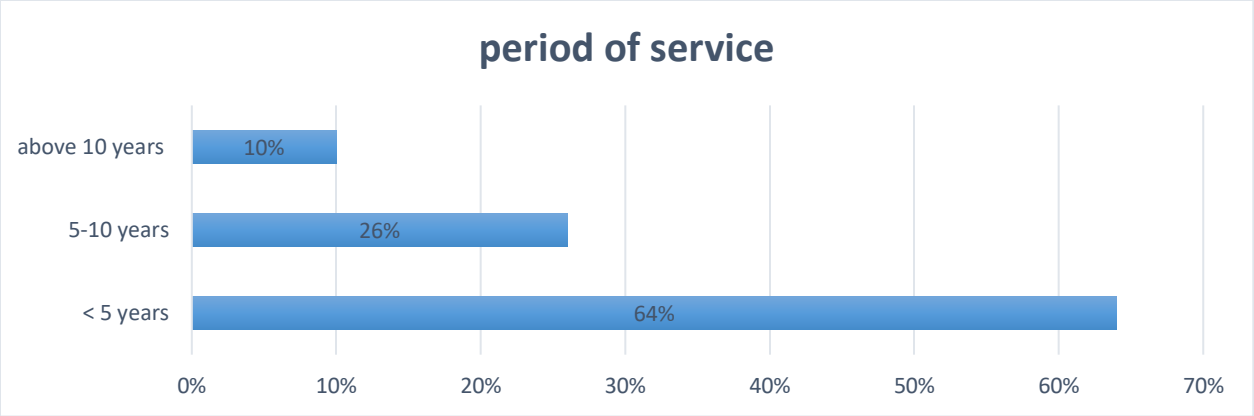

Figure 4.5 Respondent Period of service

4.4 Stakeholder Participation

On question regarding deployment of any criteria in the selection of stakeholders to participate in the projects, multitude of the respondents shown by 85% denoted the presence of a criteria while the 15% of the respondent indicated the absence of it. This therefore means that criteria are adopted for the selection of stakeholders who participate in the project therefore identifying the right target for the project.

Table 4.4 Criteria of Selection

Extent	Frequency	Percent
Yes	38	85
No	7	15
Total	45	100

From the findings, the criterion adopted is based on the needs of the particular project. Different projects have different needs, target members therefore requiring a criterion in selection of the stakeholders so that the benefits of the project go to the right target and the project is effective in achieving its roles.

The study requested the respondents to indicate why a criterion was adopted in the stakeholder participation. The data was indexed in themes grounded on the research objectives and presented in narrative form grounded on the respondents' responses. The responses disclosed that the criteria for stakeholder participation is based on the beneficiaries involved mostly, the type of the project, the decision made by the community leaders. The respondents noted that most of the stakeholder participation is based on the community leader's discretion because they help in identifying the beneficiaries of the project. However, the respondents highlighted that this criterion is biased as some of the leaders choose beneficiaries that are known to them, and sometimes not helpful for the project in question thus resulting to the project not addressing the felt needs of the community.

Table 4.5 Statements regarding stakeholder Participation

Stakeholder Participation	**No extent at all**	**Little Extent**	**Moderate**	**Great Extent**	**Very Great Extent**	**Mean**	**Standard deviation**
Involving stakeholders helps in acceptance of the product	0	0	1	19	25	4.533	0.715
Our project engages the community during the M&E exercise.	6	5	18	13	3	3.044	0.295
Stakeholder feedback is considered and assessed for implementation.	8	9	16	7	5	2.822	0.185
The Decision-making process is straightforward when all the stakeholders are involved.	7	2	3	15	18	3.778	0.487
Stakeholder participation creates awareness and develops capacity.	1	0	7	15	22	4.267	0.585

The table 4:5 above depicts the opinion of the respondents on statements regarding stakeholder participation in NDMA. The respondents show that the agreed to a very great extent based on the findings that involving stakeholders helps in acceptance of the product shown by 4.533 mean, the study further established the respondents agreed that stakeholder participation creates awareness and develops capacity shown by a mean of 4.267 and the decision-making process is straightforward when all the stakeholders are involved shown by a mean of 3.778. On whether our project engages the community during the M&E exercise, the responses were neutral, shown by a 3.044 mean, Stakeholder feedback is considered and assessed for implementation shown by 2.822. The results are collaborated by the low standard deviation, indicating comparable opinions held by the respondents. The results are in tandem with Mwangi et al. (2015) that indicate that the involvement of stakeholder significantly improves the M&E. However, the findings of the study differ with Mugo et al. (2015) who depicts that in the short run, involvement of stakeholders negatively influences project performance.

4.5 Staff Expertise

The survey sought to ascertain whether the level of experience among the staff influences the performance of the project. From the study findings, 92% of the respondent indicated the level of experience influence the performance while 8% indicated it doesn't. This is an indication that experience of the staff is integral in the performance of a project. The respondents indicated that the level of experience is detrimental in how one carries out their duties with effectiveness due to the technical knowhow of the issues at hand.

Table 4.6 Level of Experience

Level	Frequency	Percent
Yes	41	92
No	4	8
Total	45	100

The respondents indicated that staff expertise is significant in project performance through enabling better outcomes since they have the technical knowhow, improved efficiency and effectiveness in carrying out their duties and allows for excellence in their services. Staff expertise is detrimental in ensuring that a project is successful. Mackay (2006) asserts that absence of enough personnel, absence of trained experts, and absence of capacity development hinder project performance.

The respondents were queried on whether there is a high turnover in M&E personnel. 89% of the respondents analyzed indicated no while 11% indicated yes.

Table 4.7 Employee Turnover

Level	Frequency	Percent
Yes	40	89
No	5	11
Total	45	100

In regards to how often the training and development of programmes is done, 87% indicated annually, while 13% indicated quarterly. This therefore shows that training and developments are carried out annually.

Table 4.8 Training and Development

Training	Frequency	Percent
Annually	39	87
Quarterly	6	13
Total	45	100

Table 4.9 Statements regarding staff Expertise

Staff Expertise	**Strongly disapprove**	**Disapprove**	**Moderate**	**Approve**	**Highly approve**	**Mean**	**Standard deviation**
Practical skills are a huge element of how well M&E is done.	1	3	7	19	15	3.978	0.462
Skilled project managers ensure M&E programs are successful.	1	0	1	18	25	4.467	0.705
M&E system design is flexible to achieve better project results	2	4	16	14	9	3.533	0.311
The conduct of M&E staff is one fashioned with integrity.	1	2	3	21	18	4.178	0.565
Employee training is integral in the effectiveness of M&E.	1	1	1	12	30	4.533	0.803
M&E staff are active participants in the M&E process	2	3	4	17	19	4.067	0.528

On determining the level of agreement of the respondents on statements relating to staff expertise and how they influence the performance of the NDMA projects, the study ascertained the following. The table 4.9 depicts that the respondents strongly approved that skilled project managers ensure M&E programs are successful signified by a mean of 4.467 and employee training is integral in the efficacy of M&E shown by 4.533. The respondents further approved that the conduct of M&E staff is one fashioned with integrity shown by a mean of 4.178, M&E staff are active participants in the M&E process shown by 4.067, practical skills are a huge element of how well M&E is done shown by 3.978 and M&E system design is adaptable to attain enhanced project results shown by 3.533. The findings

are in tandem with the low standard deviation which depicts similar views were held by the respondents. The finding concurs that of Olece et al. (2015) who established that the capacity building of the personnel had a substantial positive impact on M&E implementation. The researchers disclosed an increased unit in training increased the success of M&E implementation by 1.4%.

4.6 Communication Management

Table 4.10 Statements regarding communication management

Communication	**Strongly disapprove**	**Disapprove**	**Moderate**	**Approve**	**Highly approve**	**Mean**	**Standard deviation**
Constant communication helps to manage M&E changes in the organization.	0	2	3	23	17	4.222	0.578
Communication plays a crucial role in stakeholder buy-in and mobilization.	0	2	4	24	15	4.156	0.559
Dissemination of information to stakeholders depends on available communication strategy.	1	2	5	11	26	4.311	0.672
Communication gives clarity on roles and responsibilities.	1	2	4	7	31	4.444	0.814
Communication ensures data and M&E system quality is attained.	2	5	8	17	13	3.756	0.386
The flow of information fastens the implementation of lessons learned.	0	2	3	11	29	4.489	0.763

The table above 4.13 shows the influence of communication on the performance of NDMA projects. The results signify that the respondents approved that the flow of information fastens the implementation of lessons learned shown by 4.489, Communication gives clarity on roles and

responsibilities 4.444, Dissemination of information to stakeholders depends on available communication strategy shown by a mean 4.311, Constant communication helps to manage M&E changes in the organization 4.222, Communication plays a crucial role in stakeholder buy-in and mobilization. Shown by 4.156 and Communication ensures data and M&E system quality is attained shown by a mean 3.756. The findings collaborate with Kihuha (2018) who opined that effective communication substantially influenced project performance. The findings further concur with Njeri et al. (2019) that appropriate communication and reporting strategies are crucial in determining project performance and its sustainability in addition to proper dissemination of information and timely communication of results played a vital role in project success.

4.7 Utilization of results

On inquiring how often results from evaluation are utilized, 66% denoted rarely, 28% of the respondents indicated occasionally while 14% indicated frequently.

Table 4.11 utilization of M&E results

Time	Frequency	Percent
Frequently	4	8
Occasionally	10	23
Rarely	31	69
Total	45	100

The survey pursued to verify whether criteria are employed in the utilization of M&E results. The findings depict that bulk of the respondents shown by 96% denoted yes while 4% of the respondents indicated no. The respondents indicated a criterion is adopted to determine the relevance of the results being used in the project. If the results are detrimental in the function and operations of the project

then they are used. Another criteria adopted is on the level of priority of the results, if the results of the M&E indicate onsets of high risks, then the results are utilized immediately to mitigate the risk. The respondents further indicated that availability of resources for the project will determine if the results will be adopted. The resources are mostly scare so increasing the scope or altering the existing thus a consideration. Additionally, the respondents indicated that the decision to utilize M&E results is solely dependent on the management. This means that the use or the vice versa is based on the approval of the management.

Table 4.12 Statements Regarding utilization of results

Utilization of results	**Strongly disapprove**	**Disapprove**	**Moderate**	**Approve**	**Highly approve**	**Mean**	**Standard deviation**
Our M&E system identifies information needs of stakeholders.	0	1	5	9	30	4.511	0.785
Our project avoids risk due to using M&E results.	7	8	20	7	3	2.800	0.261
The management helps in sharing the results of the M&E.	14	11	9	5	6	2.511	0.078
We make decisions on time based on the findings of M&E.	10	16	12	4	3	2.422	0.143
Public opinion on M&E results affects the utility of reports.	1	2	15	10	17	3.889	0.430
Completeness of M&E reports is critical.	1	1	9	19	15	4.022	0.467

The table 4.15 above shows the respondents opinion on parameters of M&E results utilization and its influence on project performance. The findings show high approval that our M&E system identifies

information needs of stakeholders shown by a mean of 4.511. The respondents further approved those Completeness of M&E reports is critical as illustrated by 4.022 mean and public opinion on M&E results affects the utility of reports shown by a mean of 3.889. On whether our project avoids risks due to using M&E results, there was neutrality in response denoted by a mean of 2.80 and that the management helps in sharing the results of the M&E additional shown by 2.511. The respondents further disapproved that we make decisions on time based on the findings of M&E shown by a mean of 2.422.

These sightings assent with Simister (2015) who depicts that insufficient systematic use of evaluation findings from previous programmes and utilization of results influences the implementation of M&E systems with a positive significance.

4.8 Project Performance

Table 4.13: Statements regarding project performance

Performance	**Strongly disapprove**	**Disapprove**	**Moderate**	**Approve**	**Highly approve**	**Mean**	**Standard deviation**
Our stakeholders are happy with the project results	2	5	17	19	2	3.311	0.402
our communication strategy is perfect	8	19	10	5	3	2.467	0.149
Our project delivers on time	9	21	11	3	1	2.244	0.204
Our projects work within the given budget	2	4	10	21	9	3.674	0.412
Our project has gained the approval of donors	2	5	4	15	19	3.978	0.503
The M&E system of our project is effective	2	18	15	2	8	2.911	0.247

The study established the level of agreement relating to statements on project performance. The respondents approved that our project has gained the approval of donors shown by a mean of 3.978 and that our projects work within the given budget shown by a mean of 3.674. The respondents were moderate on whether our stakeholders are happy with the project results depicted by 3.311 mean and the M&E system of our project is effective shown by a mean of 2.911. The respondents further disapproved that our communication strategy is perfect shown by 2.467 and our project delivers on time shown by 2.244

4.9 Diagnostic tests

The study conducted diagnostic tests on normality, multicollinearity and heteroscedasticity.

4.9.1 Normality test

For the normality test, the study sought to establish whether the data was distributed normally. The study deployed Kolmogorov-Smirnov test.

Table 4.14 Normality test

	Kolmogorov Smirnov		
	Statistics	**df**	**Sig.**
Stakeholder Participation	0.3115	100	0.278
Communication Management	0.4296	100	0.258
Staff Expertise	0.3044	100	0.275
Utilization of M&E results	0.2560	100	0.375
Performance	0.4781	100	0.203

Source: Researcher (2022)

From the findings, the data was distributed normally, since all the coefficients have a value that is greater than 0.05. Aspects of monitoring evaluation such as stakeholder participation have a value of p=0.278, communication management has a value of p=0.258, staff expertise p=0.275, utilization of results p=0.375 and performance p=0.203. The data was adequate therefore for making analysis for the study.

4.9.2 Multicollinearity Test

Table 4.15 Multicollinearity test

Variable	**Collinearity statistics**	
	Tolerance	**Variance inflation factor(IVF)**
Stakeholder participation	0.592	1.690
Communication management	0.470	2.127
Staff expertise	0.382	2.420
Utilization of M&E results	0.478	2.092

According to Runkle et al. (2015), multicollinearity is said to exist if Variance Inflation Factor (VIF) is greater than 5 and they further assert that a variable needs to be eliminated from the regression analysis if VIF is more than 5. Based on these findings, the variance inflation factor is less than 5 thus no concerns for multicollinearity among variables.

4.9.3 Heteroskedasticity Test

Heteroskedasticity refers to the regression disturbance whose variance fluctuate across observation (Greene, 2008). Breusch- Pagan test was used in this study, and the results was to be rejected if $p<0.05$ as this indicates the presence of heteroskedasticity.

Table 4.16 Heteroskedasticity Test

Br	df	p-value
13.023	5	0.0879

After the analysis the calculated value 0.0879 was below the P value, this is an indication there was no Heteroskedasticity, thus the data was adequate for analysis.

4.10 Multiple Linear Regression Analysis.

A multivariate regression model was employed to depict the impact of each independent variable on the dependent variable.

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808(a)	.653	. 633	.69440

The adjusted R has a value of o.633, this therefore opines that a variation in project performance by 63.3% can be accredited to monitoring and evaluation practices such as stakeholder participation, staff expertise, communication, utilization of results and communication at a confidence level interval of 95%. This therefore means that monitoring and evaluation practices influence the performance of projects in NDMA by 0.808 therefore its influence is significant.

Table 4.18 : ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.084	4	0.271	3.045	.021[b]
	Residual	6.497	73	0.089		
	Total	7.581	77			

From the analysis, the significance value for the f-statistics 0.021 which is less than 0.05 thus the

model is adequate to be used for analysis. The critical value 2.0196 which is less in comparison with the calculated value of 3.045. This illustrates that monitoring and evaluation practices such as stakeholder participation, staff expertise, communication and utilization of results, influences significantly the projects performance of NDMA.

Table 4.19 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	1.298	.453		2.865	.006
	Staff expertise	.237	.160	.198	2.479	.012
	Utilization of M&E results	.231	.126	.245	3.834	.001
	Stakeholder participation	.239	.145	.008	2.065	.023
	Communication management	.281	.114	.031	2.246	.016

The verified equation for regression is as denoted

$$\mathbf{Y = 1.298 + 0.237\ X_1 + 0.231\ X_2 + 0.239\ X_3 + 0.281 X_4}$$

The study sought to find out how stakeholder participation influenced the performance of NDMA projects. From Table 4.19, stakeholder participation had a β=0.239 with a p=023 which is greater than 0.05. This means that stakeholder participation significantly influences project performance. Thus if stakeholder participation is increased in M&E, project performance will improve .The study findings were consistent with those of Jamal (2018) and Wamburu (2016) who asserted that stakeholder participation is key to the performance of a project.

In the case of staff expertise the regression coefficient was positive denoting that performance of NDMA projects improved when project staff were equipped with the essential skills. Staff expertise

had β=0.237 with a p= 0.12 which is greater than 0.05. The findings agree with those of Mohammed (2017) who asserted that staff training directly correlates with project performance and concluded that capacity building is an essential component.

The findings in table 4.19 depict that a positive change in communication management significantly results to positive change in project performance ($\beta_{0=}$ 0.281 , sig= 0.016). An element growth in communication management invokes an increase in project performance by 0.281. The findings agree with those of Njeri et al. (2019) who echoed that proper communication practices play a vital role in the performance of projects.

The regression coefficient for utilization of M&E results was positive implying that implementation of M&E results increased performance of drought resilience projects. The coefficient had a p-value of 0.01 which is less than 0.05 leading to the conclusion that utilization of M&E results has significant impact on the performance of drought resilient projects. The findings are similar to those of Ntiniya (2016) and Onyango (2017) who opined that M&E result utilization has a considerable impact on the performance of projects.

The study reveals that adoption of monitoring and evaluation practices such as stakeholder participation, staff expertise, communication management and utilization of M&E results statistically impact the performance of NDMA projects significantly. In conclusion, a positive relation exists between monitoring and evaluation practices and the performance of NDMA projects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Findings derived from assessing aspects of monitoring and evaluation that impact NDMA project performance are expounded in this chapter.

5.1 Summary of Findings

The study ascertained the role communication management has on the performance of drought resilience projects by NDMA in Mandera County, Kenya, to analyze the influence stakeholder participation has on the performance of drought resilience projects by NDMA in Mandera County, Kenya, to verify the influence staff expertise has on the performance of drought resilience projects by NDMA in Mandera County, Kenya and to evaluate the influence M&E results utilization has on the performance of drought resilience projects by NDMA in Mandera County, Kenya.

The findings established that stakeholder participation is enacted in the projects but the selection is criteria based so as to identify the right fit in terms of beneficiaries for the project and ensure that the project is effective in achieving its roles. Stakeholder participation aid in acceptance of the product, creating awareness, developing capacity, decision making process. The results are collaborated by the low standard deviation, indicating the comparable opinions presumed by the respondents. The results further showed that stakeholder participation criteria are biased which results to not addressing the felt needs of the beneficiaries.

The findings show that staff expertise influences the performance of the project through having staff that are well equipped and effective in carrying out their duties due to the technical knowhow of the

issues at hand. Staff expertise influence the performance of the projects in NDMA through successful programs due to skilled project managers, effectiveness in carrying out their duties, deployment of integrity, provides for active contribution in the design process and running the M&E system to achieve better results projects. The findings depict that communication management is integral in hastening the flow of information which is key in the implementation of lessons learned, giving clarity on roles and responsibilities, dissemination of information, managing changes in M&E in an organization, attainment of data and system quality and stakeholder buy in and mobilization. The utilization of M&E results is rarely done and when done, it is based on how detrimental are the findings in the wellbeing of the project. If the results depict the onset of a high risk, the results are adopted to curb the same. Additionally, the relevance of the results to the project is also considered. The utilization of M&E results is key in the success of NDMA projects by identifying the information needs of stakeholders, completion and utility of M&E reports. The findings depict those findings of the M&E delay the decision-making process of the project which may affect the deliverable on the set constraints

5.2 Conclusion

From the findings, stakeholder participation helps in project performance acceptance of the product, awareness creation capacity building and decision-making process. The study therefore concludes that stakeholder participation influences performance of the NDMA projects significantly in Mandera County.

The findings show that staff expertise is predominant in successful implementation of programs, effectiveness and achievement of better results. The study concludes that staff expertise influences performance of the NDMA projects significantly in Mandera County.

From the findings, communication management aids in implementation of lessons learned, dissemination of information and ensuring clarity of roles and responsibilities. The study infers that communication management influences the project performance of NDMA projects in Mandera County.

Utilization of results is essential in identifying the information needs of stakeholders, completion and utility of M&E reports. The study concludes that the utilization of M&E results influences the performance of NDMA projects in Mandera County.

5.3 Recommendations

The management of the NDMA projects should factor in intensive engagement of the community to ensure the projects are accepted by the community for better results and the performance of the projects. Further, an elaborate system and strategies should be adopted that will not only capture the feedback of the stakeholder but also allow for the implementation of the feedback.

The study recommends to the management of NDMA projects that the frequency of training and workshops should be carried out more often especially with the advancement of technology where webinar meetings, workshops and trainings can be carried out. .

The study recommends that real time absorption of the M&E results be endorsed by the management of the NDMA, to avoid delays in decision making which might be brought about by deliberations on the findings from M&E. The study further recommends that the management of NDMA ought to play an effective role in sharing of the results with the stakeholders as most of the information is not available to them.

5.4 Areas of Further Study

The study focused on the, monitoring and evaluations aspects and its influence on the projects performance. The study proposes that a study be undertaken on challenges experienced in the utilization of M&E results in projects.

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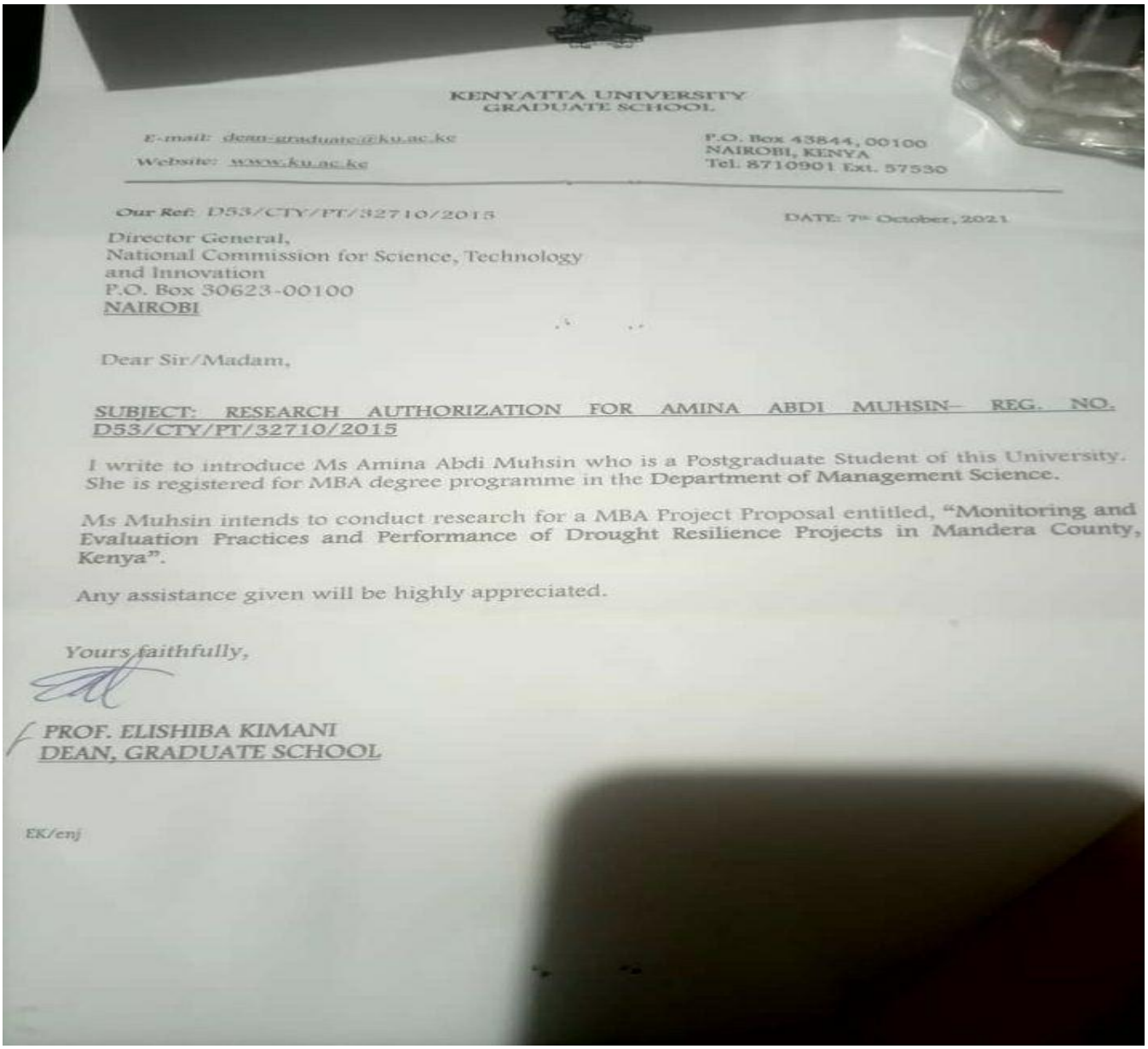
APPENDICES

Appendix I: Introduction Letter



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Our Ref: D53/CTY/PT/32710/2015

DATE: 7th October, 2021

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

Dear Sir/Madam,

SUBJECT: RESEARCH AUTHORIZATION FOR AMINA ABDI MUHSIN– REG. NO. D53/CTY/PT/32710/2015

I write to introduce Ms Amina Abdi Muhsin who is a Postgraduate Student of this University. She is registered for MBA degree programme in the Department of Management Science.

Ms Muhsin intends to conduct research for a MBA Project Proposal entitled, "Monitoring and Evaluation Practices and Performance of Drought Resilience Projects in Mandera County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EK/enj

Appendix II: Questionnaire

The below questionnaire is set out to gather data from M&E practitioners. The study seeks to substantiate effect M&E practices have on the performance of drought resilience projects by NDMA in Mandera County, Kenya.

Instructions: Kindly go through the questions and answer appropriately. It is advised that you respond in every section as provided. Tick (√) where appropriate.

SECTION A: GENERAL INFORMATION

1. Project Name ……
2. Gender : Female { } Male { }
3. Education Level: a) High school { } b) Diploma { } c) Masters and more{ }
   d) Degree holder { }
4. How long have you been with NDMA?

   a. less than 5 years { } b. 5-10 years { } C .More than 10 years

SECTION B: Stakeholder Participation

1. Are there any criteria used to select stakeholders to participate in the projects?

   Yes No.

   (i) If yes, briefly explain …….
   …….
2. Specify the level of agreement to the below statements. Completely agree (1), Moderately Agree (2), Neutral (3), Disagree (4), Completely disagree (5)

Parameters	1	2	3	4	5
Involving stakeholders helps in acceptance of the product					
Our project engages the community during the M&E exercise.					
Stakeholder feedback is considered and assessed for implementation.					
The Decision-making process is straightforward when all the stakeholders are involved.					
Stakeholder participation creates awareness and develops capacity.					
Involving stakeholders helps in acceptance of the product					
Our project engages the community during the M&E exercise.					

SECTION C: Staff Expertise

3. Does the level of experience influence staff performance?

   Yes {} No {}

   i) If yes, briefly explain ……...

4. Is there high turnover in M&E Personnel?

   Yes {} No {}

   i) If yes in 5 above, briefly explain what could be the cause

   ……

   ……

5. At what frequency do you attend training and development programmes?

   i) Monthly { }

   ii) Quarterly { }

   iii) Annually { }

6. Kindly stipulate how much you approve of the statements highlighted below [1] strongly Approve [2] Approve [3] Neutral [4] Disapprove [5] strongly disapprove

Parameters	1	2	3	4	5
Practical skills are a huge element of how well M&E is done.					
Skilled project managers ensure M&E programs are successful.					
M&E system design is flexible to achieve better project results					

The conduct of M&E staff is one fashioned with integrity.					
Employee training is integral in the effectiveness of M&E.					
M&E staff are active participants in the M&E process					

SECTION D: Communication Management

7. On a scale of 1-5 where 1 means the most effective and 5 being least effective, what is the score on the importance of communication management?

Statement	**1**	**2**	**3**	**4**	**5**
Constant communication helps to manage M&E changes in the organization.					
Communication plays a crucial role in stakeholder buy-in and mobilization.					
Dissemination of information to stakeholders depends on available communication strategy.					
Communication gives clarity on roles and responsibilities.					
Communication ensures data and M&E system quality is attained.					
The flow of information fastens the implementation of lessons learned.					

SECTION E: M&E results Utilization

8. How regularly do you utilize M&E results?

   A. Always ()

   B. Frequently ()

   C. Occasionally ()

   D. Rarely ()

9. Are there any criteria used in utilizing M&E results?

   Yes { } No { }

   i) If yes, what are the criteria?

   ……

10. Specify your level of agreement in regards to the statements below: Greatly agree (5), Agree (4), Neutral (3), Disagree (2), Greatly disagree (1)

Statement	**1**	**2**	**3**	**4**	**5**
M&E systems meet the information needs of stakeholders.					

Utilizing M&E findings influences risk mitigation.					
Management involvement enhances increased acceptance of M&E findings.					
Quality of decision is determined by the timing of implementing M&E findings.					
Public opinion on M&E results affects the utility of reports.					
Completeness of M&E reports is critical.					

SECTION F: Project Performance

11. To what magnitude are the following factors used to define project performance for NDMA projects? Apply a score of 1-5; where 1= high magnitude 2= medium magnitude 3= Neutral, 4= low magnitude and 5= None.

Statement	**1**	**2**	**3**	**4**	**5**
Our stakeholders are happy with the project results					
our communication strategy is perfect					
Our project delivers on schedule					
Our projects work within the given budget					
Our project has gained the approval of donors					
The M&E system of our project is effective					
Our stakeholders are happy with the project results					

12. What recommendations would you make to help improve project performance for NDMA projects……

END

Your feedback is appreciated.

Appendix III: License from NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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Date of Issue: **26/November/2021**

RESEARCH LICENSE

This is to Certify that Ms.. Amina AbdiMuhsin of Kenyatta University, has been licensed to conduct research in Mandera on the topic: Monitoring and Evaluation Practices and Performance of Drought Resilience Projects in Mandera County, Kenya for the period ending : 26/November/2022.

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