

**MONITORING AND EVALUATION APPROACHES AND
IMPLEMENTATION OF PROJECTS BY PRESBYTERIAN CHURCH
OF EAST AFRICA, IN NAIROBI REGION, KENYA**

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DECLARATION

I declare that this project is my original work and has not been submitted for a degree award in any other university. No part of this proposal shall be reproduced without the authority of the author and/ or Kenyatta University.

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DECLARATION BY THE SUPERVISOR

I declare that this project has been prepared and submitted with my approval as the university appointed Supervisor

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DEDICATION

I dedicate this work to my family and friends.

ACKNOWLEDGEMENT

First and foremost, I thank God for giving me strength and wisdom to carry out this proposal. He is my inspiration to do everything to excellence. I thank my supervisor Dr Morrisson Mutuku for providing endless, invaluable and active guidance through the research. I also thank my family my employer for their encouragement and patience and for letting me take their valuable time to work on this project.

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OPERATIONAL DEFINITION OF TERMS

Evaluation Approach

Refers to the tool that is used self-assessment, knowledge generation and collective action in which stakeholders in a program.

Monitoring

Monitoring is a continuous function that uses the systematic collection of data on specified indicators, to provide management and the main stakeholders of an ongoing development intervention with indication of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Evaluations

Evaluation, on the other hand, is the systematic and objective assessment of an ongoing or completed project, program, or policy, including its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. The proceeding that utilizes the accumulated information on determining the growth level

Participatory Approach	A process of self-assessment, knowledge generation and collective action in which stakeholders in a program collect and analyze data and take action as a result of what they learn through this process
Performance Indicator Approach	Measure inputs, processes, outputs, outcomes and impacts of development interventions
Project Implementation	The phase where visions and plans become reality.
Stakeholder involvement	The process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions
Formative evaluation	A method for judging the worth of a program while the program activities are forming
Activity-based costing	A costing method that identifies activities in an organization and assigns the cost of each activity to all products and services according to the actual consumption

ABBREVIATIONS AND ACRONYMS

AMREF	African Medical and Research Foundation
CDF	Constituency Development Funds
EASM	East Africa Scottish Mission
GA	General Assembly
GAC	General Administration Committee
HIV	Human Immunodeficiency Virus
KCB	Kenya Commercial Bank
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
NACOSTI	National Commission for Science Technology and Innovation
PCEA	Presbyterian Church of East Africa, Kenya
PM&E	Participatory Monitoring and Evaluation
PM&E	Participatory Monitoring and Evaluation
PPP	Public Private Partnership
SPSS	Statistical Package for the Social Sciences
USA	United States of America

ABSTRACT

Businesses operate in a world where social issues, the economy, and politics are always changing. With such a strong point of view, organizations should be adaptable to maintain targeted economic conditions, increase profitability, and rearrange due to changing workforces, global business conditions, and internet business advancements. The study sought to determine the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi Region, Kenya. The specific objectives of the study were; to determine the effect of participatory approaches, to identify the effect of evaluation approaches, to establish the effect of survey approach and to determine the effect of performance indicators approach on implementation of projects in Presbyterian Church of East Africa, Nairobi region, Kenya. The study was guided by three theories, namely; stakeholders' theory, utility theory and theory of change. The study adopted descriptive research design. The study targeted projects implemented by PCEA in Nairobi Region, Kenya between 2017 -2021. Purposive sampling approach was used to in reaching the key persons in the project implementation including project chair persons, project managers, development and presbytery committee members as well as parochial church members with a total sample size of 134 respondents. The study relied on primary data collected using a semi-structured questionnaire. Descriptive analysis, which included percentages, mean scores, and standard deviations, were used to analyze the data collected. In addition, the researcher used a multiple regression analysis for inferential analysis. The outcomes were presented using tables, and figures. This study observed several ethical issues including confidentiality and anonymity of the respondents. The results demonstrated a beneficial and significant relationship between monitoring and evaluation approaches and project implementation. All independent variables of participatory approaches, evaluation approaches, survey approaches and performance indicators approaches were found to have a positive statistically significant effect with project implantation. The study concluded that having sufficient monitoring and evaluation approaches policies enhances the quality of project implementation. The study recommended that the PCEA church n Nairobi Region, together with all other M&E practitioners should ensure sufficient monitoring and evaluation approaches are utilized, for a successful project implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Globally, monitoring and evaluation has relevance in management of project scope, time, cost, quality, human resources, communication and risks. Timely completion of construction projects reduces cost and schedule overruns occur due to wide range of factors. If project costs or schedules exceed their planned targets, client satisfaction would be compromised. The funding profile no longer matches the budget requirement and further slippage in the schedule could result (Gatugi, 2014). According to Ahmed et al. (2002) and Adhan and Mutuku (2023)., delays on projects completion are a universal phenomenon and church projects are no exception. Delays are usually accompanied by cost overruns. These have a debilitating effect on contractors and consultants in terms of growth in adversarial relationships, mistrust, litigation, arbitration, cash-flow problems, and a general feeling of trepidation towards other stakeholders (Ahmed et al., 2002). This problem is not unique to developed countries and is being experienced in most of the developing economies

Organizations perform in an environment which the economy, governmental issues and society always show signs of change. With such forceful viewpoint, associations ought to be versatile to keep up focused economic situations, increment profitability and re-arrange because of evolving workforce, the worldwide business condition and online business improvement. As indicated by Ho, Good and Donahue, (2018), to expand odds of a project succeeding, it's vital for association to have a comprehension of what are basic achievement elements, to deliberately and

quantitatively evaluate these basic components, envisioning conceivable impacts, and after that pick fitting strategies for managing them. Once distinguished, the accomplishment of the project can be accomplished.

Performance indicators are measure inputs, processes, outputs, outcomes and impacts of development interventions. They are used for setting targets and measuring progress towards them. Formal surveys are used to collect standardized information from a sample of people or households (Chapman, Goodman, Jawitz & Deacon, 2016). They are useful for understanding actual conditions and changes over time. Participatory methods allow stakeholders to be actively involved in decision-making. They generate a sense of ownership of M&E results and recommendations, and build local capacity. Impact evaluation is the systematic identification of the effects of an intervention on households, institutions and the environment, using some of the above methods. It can be used to gauge the effectiveness of activities in reaching the poor.

Projects frequently have a particular arrangement of basic achievement calculates which if tended to and consideration given will enhance the probability of fruitful implementation. On the other hand, if, these variables are not considered important may prompt the disappointment of project. Business today is working under abnormal state of vulnerability, undertakings usage is interested in a wide range of outside impact, unforeseen occasions, perpetually developing necessities, changing imperatives and fluctuating asset streams. Study focuses on analyzing and exploring the influence of institutional factors on project implementation.

1.1.1 Project Implementation

Implementation is very often the longest phase in the project lifecycle (Raymond, Frantzeskaki, Kabisch, Berry, Breil, Nita & Calfapietra, 2017). As per Danseco, Barber, Brown and Carter (2017), to effectively execute a project is normally troublesome and complex. Execution as Owiredu, Bellare, Musanhu, Oyelade, Thom, Bigirimana & Okello, (2017) puts it is a progression of steps taken by capable hierarchical specialists to arrange change procedure to evoke consistence expected to introduce changes. There is far reaching assertion that chiefs are the key procedure performing artists. Administrators utilize execution to roll out arranged improvements in associations by making situations in which changes can survive and be established. Usage in setting manages the change (achievement or disappointment) of the project because of the ability or generally with respect to project directors/administrators. There is doubtlessly about the prevailing part that change has played in contemporary society associations (Weber, Claudio Paun & Castro Scarone, 2018). One of the instruments utilized as a part of overseeing change in association is through the execution of undertakings. As indicated by Zhang, Tüshaus, Martínez, Moreo, Verastegui, Hartinger and Karlen, (2018), " project s are dynamic methods for change" however new style undertakings are a noteworthy instrument in making unfathomable coordinated effort inside association and also outside among associations". Regardless project implementation is a special movement where a fruitful outcome can be accomplished by having a very much arranged archive.

Bakunzibake, Klein and Islam, (2018) stated that project implementation involves a number of activities; these activities or factors are sequenced to occur (or be

considered) in a logical order instead of randomly or concurrently. The project implementation phase includes extend actuation and project operation. Extend enactment includes making plans to have the project started. It is the preliminary or foundation stage of project implementation and it involves the coordination and allocation of resources (funds, labor and materials) to make the project operational. Project operation is bona fide organization of a project in down to earth terms. This is the level when activities sources are changed into yields through project practices bringing after the set down work arrangement

1.1.2 Monitoring and Evaluation Approaches

Monitoring and evaluation is the proceeding that utilizes the accumulated information on determining the growth level and markers to the management and partners a pictorial view of the project proceedings and continues improvement with sign of driving an advance view of the target and goal completion. This highlights that the resources including the asset have been used effectively. Task assessment, then again is the orderly evaluation of a continuous or finished undertaking, program or arrangement, its plan, usage and results. The sole point of task checking is to decide the pertinence and satisfaction of undertaking goals, improvement of proficiency, adequacy, importance, effect and manageability of projects (Ho, Good & Donahue, 2018).

Monitoring and evaluation programs or mediation includes practices and policies, for example, the standard gathering of information that measure advance toward accomplishing program destinations. It is utilized to track changes in program execution after some time while allowing partners to settle on educated choices with

respect to execution, adequacy of projects and the productive of utilization of assets (Wunder, Kaphengst & Freluh-Larsen, 2018). Project checking measures how well the program exercises have met expected destinations and additionally the degree to which changes in results can be credited to a particular program or mediation. The distinction in the result of enthusiasm amongst having and not having a mediation is known as its "effect," and is basic in finding out more elevated amount results in tasks and projects

Participatory approach-based Monitoring and Evaluation (M&E) refers to as process of self-assessment, knowledge generation and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data and take action as a result of what they learn through this process (Morandi, Kail, Toedter, Wolter & Piégay, 2017). Evaluation approach refers to the tool that is used self-assessment, knowledge generation and collective action in which stakeholders in a program or intervention collaboratively define the evaluation issues, collect and analyze data and take action as a result of what they learn through this process while formal survey approach refers to the guideline used to carry out discussionperformance indicators approach are measure inputs, processes, outputs, outcomes and impacts of development interventions (Ingabire, Hakizimana, Kateera, Rulisa, Van Den Borne, Nieuwold & Alaii, 2016).

Project monitoring is hence acknowledged as being most successful approach of managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliveries, timeframe and budget (Lyles, Berke & Smith, 2016). Monitoring and evaluation is

one of the tools that assist project managers track performance and also provide the management with information and feedback to make decisions in regard to the performance of a given intervention.

1.1.3 Presbyterian Church of East Africa projects

The PCEA church was started in Kenya in 1891 as a Christian Mission at Kibwezi and named The East Africa Scottish Mission (EASM) and later in 1898; the mission was transferred to Kikuyu due to unfavorable weather condition. Thereafter, EASM expanded to Tumutumu in Nyeri, Meru and other places in the East African countries of Kenya, Uganda and Tanzania. Since then, PCEA has continued to experience tremendous growth leading to the establishment of numerous Parishes and Presbyteries in East Africa. PCEA Ntashat Parish in Ngong Hills Presbytery is one of the PCEA parishes. At parish level, the management of PCEA denomination is done by sessions that comprises of ordained elders under the leadership of an ordained Parish Minister. At National level, the church is steered by the General Assembly comprising of committees with the overall leader being the Moderator of the General Assembly. At the national level, PCEA has a monitoring and evaluation approaches that has identified and increased implementation of projects to be undertaken by members at national and grassroots levels in the organizational management of the denomination (PCEA, 2017).

1.2 Statement of the Problem

Finances have been a major challenge in most donor funded projects. Most implementation projects are donor funded and majority of them have been terminated

due to lack of funding or misappropriation of funds (Chapman, Sullivan, Palm, Huynh, Diru & Masira, 2016). This has resulted from poor management and lack of proper tools to assess the progress or show the accountability. The monitoring and evaluation system when implemented is the watch dog of success of these projects. The system will work as a guiding tool to the management and also making donors gain access to the progress of the project.

Many projects currently employ numerous monitoring approaches; the worth of some of these monitoring interventions has not been clearly enumerated (Chu, Anguelovski & Carmin, 2016). In an empirical study by Rwabukwisi, Bawah, Gimbel, Phillips, Mutale and Drobac, (2017), clearly shows that most monitoring systems are not meeting their obligatory requirements as decision making tools. Instead, their activities have been viewed as controlled by a bureaucratic management. In other cases, project monitoring has been viewed as a donor and not necessarily a management requirement in the enhancement of program success (Wang, Kunc & Bai, 2017).

Several studies have been conducted on the monitoring and evaluation approaches. For instance, Wang, Zhang, He & Zheng, (2017) conducted a study on factors influencing implementation of monitoring and evaluation in HIV Research Projects. It was evident from the findings that management commitment is very influential to the implementation of monitoring and evaluation since they are key decision makers in an organization. Joseph (2018) study on influence of monitoring and evaluation approaches on implementation of physical infrastructural projects in public secondary schools of Uasin Gishu County. The findings from the study indicate monitoring and

evaluation approaches are in use in our public secondary schools of Uasin Gishu with a popularity of over 70% for each of them.

While there exists extensive literature on project monitoring and project performance, and knowing that project monitoring is very complex, multidisciplinary and skill intensive endeavor (Kerzner, 2017), the exact influence of monitoring approaches such as participatory approach, evaluation approach, formal survey approach and performance indicators approach among others on implementation of church-based projects remains of great concern.

The Presbyterian Foundation (Foundation GA Report,2015), (Foundation GAC report,2016) laments on the poor performance on many projects undertaken by the church and especially those income generating projects. They cites myriads of problems but one of the noticeable problems they are complaining about is poor performance and lack of implementation of PCEA Head Office headed projects and entire church and projects lagging behind in completion either due to budgeting issues and many completion time extension either sought by the contractors or the client (PCEA).

This study will therefore seek to bridge this gap by determining the effect of monitoring and evaluation approaches on implementation of projects headed by the secretariat in Presbyterian Church of East Africa, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The study sought to determine the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi region, Kenya

1.3.2 Specific Objectives

The following objectives will direct the study

- i. To determine the effect of participatory approach on implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya
- ii. To identify the effect of evaluation approach on implementation of projects by Presbyterian Church of East Africa, in Nairobi region, Kenya
- iii. To establish the effect of survey approach on implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya
- iv. To determine the effect of performance indicators approach on implementation of projects by Presbyterian Church of East Africa In Nairobi region, Kenya

1.4 Research Questions

The study will be guided by the following research questions:

- i. How does participatory approach affect implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya?

- ii. How does evaluation approach affect implementation of projects by Presbyterian Church of East Africa, in Nairobi region, Kenya?
- iii. How does survey approach affect implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya?
- iv. How does the performance indicators approach affect implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya?

1.5 Significance of the Study

Many different groups, including the PCEA church, county governments, policymakers, members of civil society and international organizations, academics, researchers, and the general public, will find this study to be essential. The results of this study are anticipated to be helpful by giving management information on different project monitoring and evaluation approaches that are key enablers to the quality of project implementation.

The findings from this study will further contribute to policy making and add to the body of knowledge on the area of project management and M&E in general. It will also be critical reference materials in libraries to be utilized by M&E practitioners and the academicians.

The findings of the study are expected to be beneficial to the following: The Church administration managers will benefit from the results of this research by enabling them incorporate tools and indicators for monitoring and evaluation of projects undertaken. Besides they will learn best process and methods that promote effective monitoring and evaluation.

The study seeks to contribute to the existing body of knowledge through an empirical investigation into participatory based monitoring and evaluation in projects development programmers in Kenya and its contribution to their outcomes. The research findings would also be a useful source of information for researchers, development practitioners and public policy formulators and analysts in Kenya and beyond.

The officers charged with monitoring and evaluation like those from the ministry of state for planning National Development and vision 2030, will be determined to develop modify or design tools that will determine efficiency, effectiveness, relevance and impact of evaluation. Similarly, project committee together with another smaller Committee will be equipped with strategic on how to monitor and evaluate project effectively.

1.6 Scope of the Study

This study focused on the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi region, Kenya. The study concentrated on participatory approach, evaluation approach, survey approach, performance indicators approach and their effect on projects implementation by Presbyterian Church of East Africa, Nairobi region, Kenya. Thus, the study will target church elders who head various projects, senior pastors who are based at the secretariat, church Finance Officer, Presbyterian foundation Officers and head of projects operation. The study included he projects started and completed between 2017-2021.

1.7 Limitations of the study

Primary data sourced from different individuals in Presbyterian Church of East Africa, Nairobi region, Kenya was used where some were reluctant to give their personal information or fears regarding breach of confidentiality and privacy. The challenge was overcome by giving the respondents highest standards of integrity and secrecy. Besides, some of the respondents were not available at the time of survey, an aspect that prompted having zoom meetings to overcome the challenge. In addition, to overcome the challenges, during issuance of questionnaires, the researcher provided a permit letter from the university and research permit from NACOSTI for evidence that the facts to be provided were purely for academic use and they were handled with a lot of confidentiality.

1.8 Organization of the study

This project is arranged in three distinct chapters: introduction, literature review and methodology. The introduction introduces key concepts and context of the study to help bring out the hypothetical relationship between the dependent and independent variables. It also highlights the statement of the problem where contextual, methodological and empirical gaps are highlighted to explain why undertaking this research is important. It further presents the study objectives in terms of general and specific before delving to research questions. It also identifies the various parties that will benefit from the study and the scope. Chapter two is on the literature review. This is organized in terms of theories that the study is founded on, empirical literature, summary of reviewed literature, research gaps and the conceptual framework, Methodology covers the research design to be applied, study population including

both target and sample size. It identifies the type of data to be collected together with the instrument, reliability and validity tests to be carried and the way data will be analyzed and presented. It then identifies the various ethical considerations to be observed by the study. The results of the study and discussions are presented in chapter four. Chapter five presents an overview of the results, conclusions, and suggestions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the review of the theoretical and empirical literature that are important to the monitoring and evaluation approaches and shows the connection to the study questions. The conceptual framework will then be laid out to show the interaction between the variables. The gap will be identified and finally a summary of the literature review will be provided.

2.2 Theoretical Framework

This section focuses on the models and theories that the study is anchored on. The study will use utility theory, stakeholders' theory and the Theory of Change.

2.2.1 Stakeholder's Theory

This concept is based on the management of the organization and business ethics. This method discovers and models the stakeholders of the project based on their wishes (Friedman & Miles, 2006). McPhail(2010) discovers that shareholders approach is a strong means of comprehending the organization in its environment. The method widens the vision of the management of its duties and responsibilities beyond the profit maximization purpose and shareholders discovered input and output concepts of the organization, to also comprise wishes and claims of non-stockholding groups. Ackermann and Eden (2011) expounded that the shareholder concept entails that all individuals or groups with genuine wishes that take part in an enterprise do so

to gain benefits and that there is no pre-set priority of one set of wishes and benefits over another. Corporations that are associated, employees prospective, customers prospective and the public at large needs to be considered.

The theory enables administration to comprehend shareholders and strategically manage them Byrd (2007). The administration of the shareholder participation is important to the success of the program. Bridoux and Stoelhorst (2014) declared that treatment that is fair from the shareholder is a determinant of the long-term survival of the firm. The concept owes its source to strategic administration and has been applied in different fields in many ways that are quite different and include very various methodologies, models, types of evidence and criteria of evidence. This concept highlights the importance of the connection between the top management staff with the shareholders. It takes conscious of the fact the success of the projects is hugely affected by the involvement of different shareholders. These stakeholders will take part depending on the connection they foster with the top management and not junior workers acting on their behalf (Jamal & Stronza, 2009).

This theory turns off the conventional input-output viewpoint of projects to realize that success of project depends on the nature of connection among the shareholders. Hence, the implementation of M&E strongly depends on the participation of the shareholder in the project. Wagner Mainardes, Alves and Raposo (2011) claimed that the theory of shareholder differs from the input-output concept that demonstrates how certain actors contribute input that is then changed into outputs for benefits of the beneficiaries. Due to this reason, the shareholder concept as an administration instrument contains methods for discovering and managing shareholders. Moreover,

an important amount of work has been done on finding the relative effect of various shareholders (Freeman, 1999).

2.2.2 Utility Theory

This study was also guided by the utility theory. The concept was advanced by Quiggin (1982). The theory claims that although it's hard to measure the utility derived from service or good. It's often possible to rank the alternatives in their order of preference to the customer. Utility is that property in any tool, whereby it tends to produce benefit, advantage, pleasure, well or happiness. Utility concept is worried about with the choices and decisions of the people and with judgement of worth that is preferred, value and goodness.

This theory offers a methodological framework for the assessment of choices that are substitutes made by individual organizations that is the core reason behind the decision of the researcher to utilize it for the research (Rabin, 2013). Budgeting gets foundation from assessing the viability of an investment, that is not inadequate to one venture but rather series of ventures from which a firm can settle on. Assessment leads to ranking in order of appeal or utility (Fishburn, 1970). Therefore, this concept offers methodology framework for the assessment in the research.

Utility is helpful during budget line determination, budget control and identification of the project and prioritization of budget during planning. This shows that there should be benefit that was attained from having competent budgeting committee members, resources allocation for implementation of project, project assessment planning and virement application.

2.2.3 Theory of Change

Theory of change emphasizes theoretical foundations of programs and serves as a clear expression of the linkages between the inputs and the results of a program showing how the program is intended to work. Beisser (1970) popularized the theory of change as a description of the set of assumptions that explain both the intended long-term impact and the logic chain of the program that occurs at each step of the way. Rosenau (2018) concurs that theory of change extends the assumptions box in the log frame to promote the understanding of the program context as well the expected benefits. These underlying assumptions clearly identify the risks associated with the program that are critical for the achievement of objectives and guarantee program sustainability. This ensures that the pathway of change is based on sound cause-effect relationship as well as presents the program to a range of stakeholders in more comprehensible descriptions of how change happens. This is supported by Avrami (1939) who emphasize that the theory of change facilitates the integration of data from broader evaluation requirements into simple understandable evaluation information that enhances program performance. This helps move stakeholders from being passive collectors and reporters of information to active users of information for program planning and implementation.

Programs are never carried out in vacuum but in ever changing complex environments that require constant scanning. Thus, to understand fully the multi-faceted nature of changes, the theory of change finds relevance in defining and determining the program context. According to Nelson (2009) the theory of change forms the roadmap to the proposed change, highlighting the necessary

conditions needed to make the intended change a reality. In doing so, it captures the project's broad picture of change at once while shedding light on the causal relationship among the outputs, outcomes and impacts. The theory of change further reveals whether activities are relevant for the intended goals; whether there are redundant activities which do not contribute to achieving objectives; depicts how activities and outcomes can be achieved; and how to measure impact. This according to Fairclough (1992) makes clear the logic of change supporting the program processes which promote program performance.

Connell and Kubisch (1998) noted that the theory of change can be set at organizational levels, programme levels or project levels and can also serve as a benchmark to measure organizational commitment as agents of change by steering change processes within a program towards the delivery of its results and the achievement of its objective. At the same time, the theory of change has become a powerful communication tool to communicate programs progress more effectively to donors. This has enhanced transparency, accountability and advocacy, in the process, and possibly increased funding for the same program or future programs for replication in other areas (McLaughlin & Mitra, 2001). Moreover, it promotes documentation and incorporation of experiences into the program as the execution advances promoting efficiency and effectiveness of program. Thus, the theory of change brings about program performance through the accomplishment of the changes sought.

The theory of change can be developed for an intervention where objectives and activities can be identified and tightly planned in advance or where there is often

developing issues as the implementation progresses (Quinn & Cameron, 1988).

2.3 Empirical Review of Literature

2.3.1 Participatory Approach and Implementation of Projects

Nduta (2016) did an assessment of the use of participatory monitoring and evaluation approach: a case of Constituency Development Fund Projects in Dagoretti South Sub-County Nairobi, Kenya. The findings established that the stakeholders were not adequately involved in monitoring and evaluation of the CDF projects and their participation was very low in all the stages of the PM&E process. The documentation of activities related to stakeholder's participation in monitoring and evaluation of the projects was inadequate, in addition the M&E capacity of project management committees and awareness of the community in monitoring and evaluation of CDF projects was low. The study recommends that the CDF policy be reviewed to clearly capture procedures of engaging the stakeholders in all the stages of the CDF project cycle including monitoring and evaluation, and incorporate M&E staffs at the CDF Sub-County level management who can facilitate the process of monitoring and evaluation.

Onditi (2017) conducted a study on influence of participatory monitoring and evaluation results on the performance of county funded road projects in Bobasi Sub County- Kisii County, Kenya. The findings showed that participatory monitoring and evaluation results promotes and increases recognition of road projects in Bobasi Sub County. The study recommended that PM&E results should be implemented to avoid future challenges which are of concern to project performance in Bobasi Sub County- Kisii County. Assembly committee of finance should ensure that all projects are

subjected to public participation such that the PM&E results are integrated in the project design process to enhance project accountability, ownership and quality as well as project performance.

Ismail (2016) conducted a study on participatory monitoring and evaluation approach to development: a case study of Ugatuzi Na Kazi Project in Garissa County, Kenya. The study findings show that County Government of Garissa should put in place proper policies and guidelines that ensures all its key stakeholders fully participate in its development projects' life cycle stages, adopt a bottom-up approach to incorporate local community's needs into its development priorities from the community level and to put in place capacity building strategy to enhance participatory skills development for its stakeholders, projects' staff and, beneficiaries to create both demand and supply for participation in its developmental projects'. The county government should also have proper monitoring and evaluation systems for its development programme and invite the community to participate to improve upward and downward accountability as well as sense of ownership in the county's development interventions from the general community.

Ngumbo (2015) studied on participatory communication in poverty reduction in Kenya: a study of Murang'a County. The findings indicate that a high majority of the beneficiaries did not consider the project to have been successful while very few beneficiaries considered the project was a success. The study therefore recommends that change agents should take participatory development and participatory communication as efficient development approaches in the steps towards improving

the living standards of its citizenry, encouraging involvement of the intended beneficiaries at all stages of development.

Oyunga (2015) conducted a study on determinant of adoption of participatory monitoring and assessment in the administration of public secondary school, Kisumu East District. The study findings show that information and skills and principals and board of governors affects the adoption of participatory monitoring and evaluation in public secondary schools. The study also discovered that the board of governors and principals have less information on the approaches that guide the monitoring and assessment in administration, and this too was claimed to affect adoption of participatory M&E in administration of public secondary schools. Moreover, the study recommended that in order to enhance adoption of participatory monitoring and evaluation in administration in public secondary schools, all shareholders should be trained on participatory policies to administration and approach issues areas that further study involving building other factors affecting of planning of participatory M&E.

2.3.2 Evaluation Approach and Implementation of projects

Several studies have been carried out on the effects of impact evaluation approach on implementation of projects. For instance, Omolo (2016) investigated on the influence of monitoring and evaluation approaches on implementation of physical infrastructural projects in public secondary schools of Uasin Gishu County, Kenya. The study acknowledged that monitoring and evaluation has a key role in achieving organization growth and development. The study employed a descriptive research design and descriptive statistics for analysis. The study found that monitoring and

evaluation approaches are in use in the public secondary schools of Uasin Gishu with a popularity of over 70% for each of them. The recommendation was that monitoring and evaluation committees to be established in all public county schools to enable inclusion of the stakeholders in implementation of projects that leads to better quality structures.

Nyariki (2018) assessed on the influence of strategy evaluation approaches on performance at KCB bank. The study acknowledged that strategy evaluation informs the managers about the reasons leading to the failure to meet a certain objective, performance standard and/or any other performance indicator. The study employed a case study research design and descriptive statistics for analysis. The findings revealed that strategy evaluation approaches identified at KCB bank included benchmarking, internal audits, balanced score card, performance appraisals, accreditations and certifications, customer satisfaction surveys and the use of information technology programs. It also helps in effective decision making defining clearly the purpose of the organization. The recommendation was that KCB bank develops an effective strategy evaluation framework that provides for an annual assessment of the results arising from the implementation of the plan.

Thiong'o (2018) investigated on the influence of strategy evaluation approaches on performance of milk processing firms in Kiambu County. The study recognized that strategy evaluation is the last stage in the strategic planning process and also it initiates a new beginning. The study employed a descriptive survey research design and descriptive statistics for analysis. The findings indicated that the strategic evaluation approaches used by milk processing firms are; benchmarking, outcome

based and process- oriented evaluation, business Process Redesign and balanced scorecard approach. The study recommended that firms should come up with the clear evaluation approaches which also involve all employees from the earliest stage of strategy evaluation.

Abdille (2017) assessed on the influence of project evaluation approaches on performance of Somalia government projects. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings of the study showed that continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives and that management by objectives techniques used by the government were effective. The study recommended that project managers are supposed to be trained on continuous improvement related cases because the improvement plans significantly influenced project performance.

2.3.3 Survey Approach and Implementation of projects

Various studies have been conducted on the effects of formal survey approach on implementation of projects. For example, Marcusson (2015) conducted an investigation on the results of community need survey on projects in Southern Clark County, USA. The study adopted a descriptive survey research design. The findings of the study showed that a survey was done on the majority of the projects being undertaken to provide a summary of the issues and concerns that were important to the citizens in southern Clark County and that they used the information to design and implement programs that are important to people in the communities. The study recommended that the community needs survey be conducted regularly on any project

being implemented in southern Clark County in order to bring out the issues that are of concerns to the citizens of this geographic area.

Maina (2016) carried out an assessment on factors influencing effective implementation of health projects using a case of AMREF health Africa in Kenya. The study adopted a descriptive survey research design and descriptive statistics for analysis. The study found that AMREF had adopted a survey approach in order to assess the needs of the different communities in various parts of Kenya and this ensured funds were used effectively and efficiently directly to the specific needs which ensured their projects were implemented successfully. The study recommended more budgetary allocation to be made towards their survey policy in order to cover majority of areas and have accurate information which will ensure successful implementation of their health projects.

Chege (2017) on the effect of project management practices on implementation of National police service housing project sought to investigate the effects of surveying on implementation of these projects. The survey adopted an explanatory survey research design and the data was analyzed using descriptive statistics. The study found that before the project was implemented, a survey had been done on other jurisdictions where the best practices were implemented by the project managers and the bad practices ignored which ensured successful implementation of the project National Police Service Housing Project. The study recommended that the project managers need to consult widely on other countries which have implemented housing projects for their disciplined men and women successfully.

Maiyo (2015) assessed on the factors influencing implementation of construction projects in public institutions in Ainamoi sub county, Kericho county. The study acknowledged that the increasing number of stalled projects due to lack of proper surveying in Kenya remains a matter of great concern. The study employed a descriptive research design and descriptive statistics for analysis. The findings of the study revealed that surveying enabled accessibility to information, and stakeholder involvement which led to successful implementation of construction projects in public institutions in Ainamoi Sub County. The study recommended that when surveying, the project team need to create awareness to various stakeholder groups about the anticipated projects.

2.3.4 Performance Indicators Approach and Implementation of projects

Studies have been carried out on the effects of performance indicators approach on implementation of projects. Some of the studies include; Achieng (2014) conducted a study on the performance measurement approaches in public-private partnership in Kenya. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings of the study revealed that indeed implemented PPPs measured their performance using various criteria which included appropriate risk allocation, compliance with technical specifications of time, quality and functionality, project social benefit, financial performance indicators and environmental factors. The study recommended that further partnerships should be encouraged using PPP models and that performance measurement should be a key consideration.

Wanjiru (2014) conducted an assessment on the performance of administrators in implementing human immune deficiency virus donor funded projects in public institutions using a case of University of Nairobi, Kenya. The study acknowledged that various mechanisms have been adopted to ascertain and evaluate the performance of these projects in detail. The study adopted a descriptive survey research design and descriptive statistics for analysis. The findings of the study showed that most administrators were trained on project management and had supervised several people on project implementation. The study recommended that organizations need to cultivate a strong relationship between the employer and employees, as well as human resource practices that will help deal with an organization's culture and performance.

Kaganski, Majak, Karjust and Toompalu (2017) studied on implementation of key performance indicators selection model as part of the Enterprise Analysis Model in Turkey. The study acknowledged that in a competitive environment, organizations have come to the understanding that monitoring of enterprise processes and factory floor is one of the ways to achieve better efficiency, performance and overview. A case study research design was adopted. The study findings showed that companies are dealing with different key performance indicators (KPI), which help to focus on the parameters at that particular enterprise and are powerful tools in management processes. The recommendation was that the various performance indicators approach adopted by the companies for implementation of their projects should be followed and monitored.

Kinyanjui, Gakuu and Kidombo (2014) researched on performance contracting system and organizational performance in government ministries in Kenya. The study

acknowledged that performance contracting system is one of performance indicators approach aimed at ensuring successful implementation of government projects. The study adopted a descriptive survey research design and descriptive statistics for analysis. The study revealed that performance contracting system enhances the organizational performance but this does not depend on organizational structure. The study recommended that performance contracting system should be synchronized across government ministries through an integrated M&E system to enhance performance.

2.4 Summary of Literature Review and Research Gaps

Table 2.1 Summary of Literature Review and Research Gaps

Authors	Topic	Findings	Gap
Onditi (2017)	influence of participatory monitoring and evaluation results on the performance of county funded road projects in Bobasi Sub County- Kisii County, Kenya.	The findings showed that participatory monitoring and evaluation results promotes and increases recognition of road projects in Bobasi Sub County.	This study was done in Kisii county and not Nairobi. Hence the study findings may not be compatible in our current study
Ismail (2016)	participatory monitoring and evaluation approach to	The study findings show that County Government of	The study was done in Garissa county hence its

	development: a case study of Ugatuzi Na Kazi Project in Garissa County, Kenya.	Garissa should put in place proper policies and guidelines that ensures all its key stakeholders fully participate in its development projects	findings may not be compatible in our current study
Nyariki (2018)	Influence of strategy evaluation approaches on performance at KCB bank.	Strategy evaluation approaches identified at KCB bank included bench marking, internal audits, balanced score card, performance appraisals, accreditations and certifications.	The study focused on performance of KCB Bank and not project implementation
Thiong'o (2018)	Influence of strategy evaluation approaches on performance of milk processing firms in Kiambu County.	Strategic evaluation approaches used by milk processing firms are; benchmarking, outcome based and process- oriented evaluation, business Process Redesign and balanced	The dependent variable was on performance of milk processing companies other than implementation of projects.

		scorecard approach.	
Abdille (2017)	Influence of project evaluation approaches on performance of Somalia government projects.	Continuous improvement ensures that project managers are able to produce better projects at lower cost, thus achieving the project objectives.	The study was conducted in Somalia a different country with different dynamics and cultures hence some findings may not apply.
Marcusson (2015)	Investigation on the results of community need survey on projects in Southern Clark County, USA.	Survey was done on the majority of the projects being undertaken to provide a summary of the issues and concerns that were important to the citizens in southern Clark County.	The case study was in USA where there are different dynamics hence some findings may not be applicable.
Maina (2016)	Factors influencing effective implementation of health projects using a case of AMREF health Africa in Kenya.	AMREF had adopted a survey approach in order to assess the needs of the different communities in various parts of Kenya.	The study focused on implementation of AMREF Projects and not implementation of PCEA projects.
Chege (2017)	Effect of surveying on implementation of National police	Before the project was implemented, a survey had been	The study was on National police service projects

	service housing project.	done on other jurisdictions where the best practices were implemented by the project managers and the bad practices ignored.	other than PCEA projects.
Achieng (2014)	Performance measurement approaches in public-private partnership in Kenya.	Implemented PPPs measured their performance using various criteria which included appropriate risk allocation, compliance with technical specifications of time, quality and functionality, project social benefit, financial performance indicators and environmental factors.	The study was different from the current study making some findings not apply.
Kaganski, Majak, Karjust and Toompalu (2017)	Implementation of key performance indicators selection model as part of the Enterprise Analysis Model in Turkey.	Companies are dealing with different key performance indicators (KPI), which help to focus	The study was carried out in Turkey where there are different dynamics and culture hence some

		on the parameters at that particular enterprise and are powerful tools in management processes.	findings may not apply.
Kinyanjui, Gakuu and Kidombo (2014)	Performance contracting system and organizational performance in government ministries in Kenya.	Performance contracting system enhances the organizational performance but this does not depend on organizational structure.	The study was on government ministries in Kenya and nit PCEA.

Source: Researcher: 2023

2.5 Conceptual framework

A conceptual framework is concept of connection where authors present the connection between variables in a research and show the connection graphically or dramatically. It gives ideas of the variables to be covered by the research. The independent variables will be participatory approach, evaluation approach, survey approach and performance indicators approach. The depended variable will be project implementation.

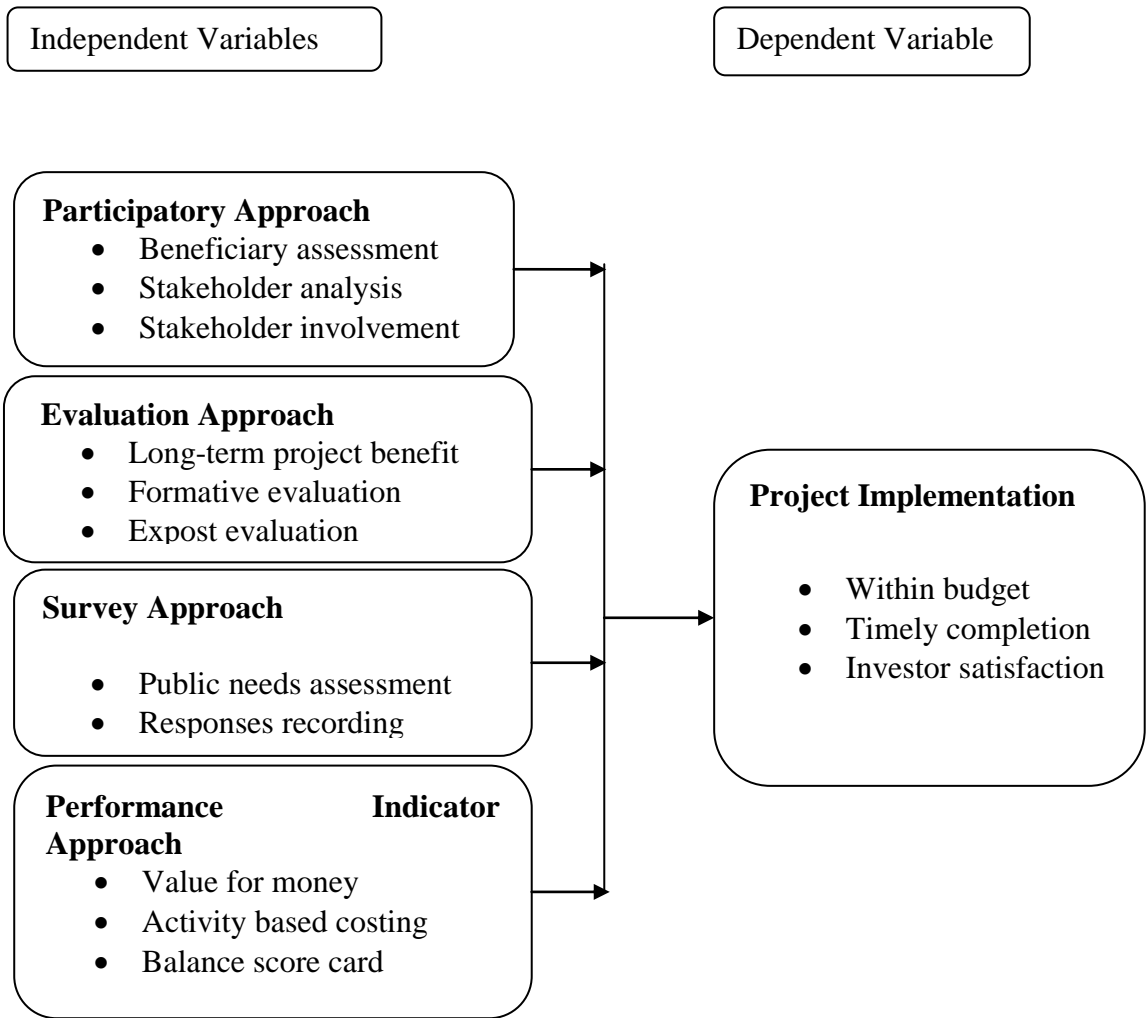


Figure 2.1: Conceptual Framework

Source: Author (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter was used to address the methodology that was followed in collecting and analyzing data, the target population, sampling procedure and sample size, data collection methods and instruments, as well as the presentation of the results.

3.2 Research Design

This study adopted descriptive research design. According to Creswell and Creswell (2017) a descriptive study is concerned with finding out the what, where and how of a phenomenon. Design is a plan or structure by a researcher that responds to all research questions under study. Kothari (2004) asserts that a design is a layout or plan on gathering, measuring and analyzation of research data. The researcher intends to employed a descriptive research design portraying the actual profiles of events, persons or situation under the study. It describes conditions as observed and interpreted without manipulation of any variable by the researcher (Mugenda & Mugenda, 2003).

3.3 Target Population

According to Creswell and Creswell (2017), target population is the group of elements with necessary information that can respond to the research questions and of which the researcher is interested in. Target population is determined using selection criteria that uncover the most eligible potential participants (Asiamah, Mensah & Oteng (2017). The target population for this study comprised of 93 Parish leaders, 11

Presbytery leaders drawn from the eleven Presbyteries of the Nairobi Region of the PCEA, 9 chairpersons for each project, 9 project managers and 12 development committee members totaling to 134. According to the PCEA General Administration Committee, there are 9 projects which were started within the study period. See Appendix II

Table 3.1: Target Population

LEVEL	Number of positions
Chairperson for each project	9
Project manager for each project	9
Development committee members	12
Parish leader	93
Presbytery leaders	11
Total	134

Source: PCEA General Administration Committee (2023)

3.4 Sampling Technique

Sampling techniques are methods which facilitates in reducing the data amount needed for collection (Creswell & Poth, 2017). This study utilized both census and purposive sampling techniques. A census of all the implemented projects between 2017-2021 was taken. The staff involved in project implementation including project chairpersons, project managers, development and presbytery members and parish church leaders formed the sample size of 134 respondents.

3.5 Data Collection Instruments

Collection of data involves drawing out information, realities or evidence on study problem from a given data source (Babbie, 2002). The study used primary data collected by the researcher through questionnaires. According to Mugenda and Mugenda (2003), questionnaires have low cost, large audience availability, time saving and offer high degree of comparability in data collection for research. Method of drop and pick later was employed in administering the questionnaires.

3.5.1 Operationalization and Measurement of Variables

A Likert scale of scoring range 1-5 showing extent to which one agrees or disagrees to a particular statement was used. This scale aided in measuring both the dependent and independent study variables.

Table 3.3: Operationalization and Measurement of Variables

Variable	Nature	Indicators	Measurement scale
Project implementation	Dependent	<ul style="list-style-type: none">• Completed within budget• Timely completion• Investor satisfaction	Ordinal
Participatory approach	Independent	<ul style="list-style-type: none">• Beneficiary assessment• Stakeholder analysis• Stakeholder involvement	Ordinal
Evaluation approach	Independent	<ul style="list-style-type: none">• Long term project benefit• Formative evaluation• Expost evaluation	Ordinal
Survey approach	Independent	<ul style="list-style-type: none">• Public needs assessment• Response recording	Ordinal
Performance indicator approach	Independent	<ul style="list-style-type: none">• Value for money• Activity based costing• Balance score card	Ordinal

Source: Researcher (2023)

3.6 Pilot Test

The pilot test is defined by Malays (2006) as an assessment study done on research methodology to be used especially on instruments to be used collecting data, sampling

strategies to be used and the other decided methods to be used to collect data while preparing for the main research. This study is usually carried out before carrying out the core study so as to identify any potential weaknesses in the research methodologies designed to be used in the main study. To attain this, the validity and reliability of research instruments are determined (Mugenda & Mugenda, 2003). The study employed pilot testing by randomly selecting 10 respondents from PCEA Kiambu region who were not part of the sample to participate in the pilot study.

3.6.1 Validity Test

Validity is defined as the extent to which a given tool in a certain study gives out the measurement of what it's entitled to measure (Bolarinwa, 2015). The researcher ensured the validity of instruments to be used in this study by acquiring an opinion from the experts and supervisor in ascertaining the content validity of the questionnaire.

3.6.2 Reliability Test

Reliability is defined by (Bolarinwa, 2015) as an extent on whereby on recurrent trials a test gives similar results. A general conclusion on research cannot be given out until independent observers comes into agreement on replication of ability to use certain tool that gives out in consisted measurements. Thus, the researcher used the Cronbach alpha (α) coefficient to test the reliability of the research instrument with a threshold level of 0.7.

Cronbach Alpha Coefficient will be calculated as follows:

$$\text{Cronbach's alpha } \alpha = (N \times \bar{c}) / (\bar{v} + (N-1) \bar{c})$$

N= the number of items

\bar{c} =Average covariance between items

\bar{v} =A average covariance

3.7 Data Collection Procedures

The researcher obtain Kenyatta University research authorization letter and acquired permit for research from NACOSTI. These two documents were introduce and gave identity of the researcher to the respondents. The data collection process employed a drop and pick later strategy. A self-administered questionnaire dropped at the respondent's convenient place and ample period of one week was given for them to answer.

3.8 Data Analysis and Presentation

The data was analyzed through descriptive and inferential statistics. Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative and quantitative data collected was analyzed through descriptive statistical tools including frequencies, percentages, means and standard deviations. Inferential statistical tools included correlation matrix and multiple regressions. The analyzed data was presented use tables and in continuous prose-form. The analysis was done with the help of SPSS (Version 23.0). The following regression model was applied:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 + \varepsilon$$

Where: - Y = project implementation

X₁ = participatory approach

X_2 = evaluation approach

X_3 =survey approach

X_4 = performance indicators approach

β_0 = Intercept,

β_1 = Beta coefficient and

ε = error term.

3.9 The Diagnostic Tests

In order to verify that the research findings were accurate and devoid of bias, a number of assumptions were tested before doing regression analysis (Field, 2009). The tests included multicollinearity, normality and heteroscedasticity.

3.9.1 Multicollinearity Test

High correlation between the independent variables may lead to multicollinearity, which alters the relative importance of each variable. To analyze multicollinearity this study used Variance Inflation Factor (VIF) (Thompson, Kim, Aloe & Becker, 2017). A multicollinearity issue is indicated by a VIF number larger than 10.

3.9.2 Normality Test

Normality tests are used to determine if a sample data is drawn from a normal distributed population. The regression model is improved by the normality test, which confirms that the data are normally distributed (Mishra et al., 2019). Shapiro-Wilk test and Kolmogorov-Smirnov test were employed to determine if the data is normally distributed.

3.9.3 Heteroscedasticity Test

Heteroscedasticity is a term used to describe a situation in which the variance of the dependent variable varies across the data as opposed to a situation where Ordinary Least Squares make the assumption that the variance of the error term is constant (Frost, 2019). To test heteroscedasticity, Levene's test for equality of error variances was used. Null hypothesis of constant error variances is accepted if the p value is greater than 0.05.

3.10 Ethical Consideration

Ethical consideration according to Schulze (2002), is said to be the principles that bind the researcher while carrying out the research work. Research ethics in this study guided the researcher in seeking permission to research participants. Ethics and integrity were maintained by ensuring that all information collected from the respondents was handled with confidentiality and used purely for academic purpose.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This segment of the study provided an in-depth analysis of the research data, it also shows an interpretation and discussions of the analyzed data. The analysis followed the study objectives which included establishing the effect of participatory approach, evaluation approach, survey approach and performance indicators approach on implementation of projects by Presbyterian Church of East Africa in Nairobi region, Kenya. The findings involve descriptive analysis, diagnostic tests, correlation analysis results, and multiple regression model result.

4.2 Response rate

There were 134 questionnaires issued to the sampled respondents. The findings indicated that a total of 122 questionnaires were effectively completed and submitted within a span of one week, thereby implying a response rate of 91%. As per Werner (2004), an 80% or higher rate of response is deemed satisfactory for drawing precise inferences from samples. Based on this benchmark, the questionnaire return rate of 91% was above the minimum threshold for guaranteeing accuracy of results and conclusions.

4.3 Reliability Analysis

The reliability test findings were used to evaluate how consistent variables were and, were assessed by use of the five Likert scales. For each item on the Likert scale, the reliability coefficient is computed. Table 4.2 below shows the summary of the results

Table 4.2: Reliability Analysis

Variable	Cronbach's Alpha	Number of items	Comment
Participatory Approach	0.811	4	Reliability
Evaluation Approach	0.810	4	Reliability
Survey Approach	0.630	4	Reliability
Performance Indicators	0.831	4	Reliability
Project Implementation	0.759	4	Reliability

Source: Research Data (2024)

Table 4.2 shows that all items that are scaled are above the value of 0.7. Therefore, all variables reached a confidence level of 0.7 and above and were therefore considered appropriate for this study. The level of reliability of this construct measurement is above the level that was set by Bryman (2012); Cauchy (2010); Cooper & Schindler (2011); and Zikmund et al. (2010)

4.4 Demographic Analysis

It is important to determine if a sample is a proper representation of the whole population. Therefore, demographic information is necessary in giving participants data for generalization purposes. The demographics presented include; Respondent's gender, respondent's age, education level, and major years of service.

4.4.1 Gender of the Respondents

Gender refers to whether a respondent is male or female, the inclusion of gender in the study was important so as to obtain more inclusive and diverse results. The results are shown in pie chart below.

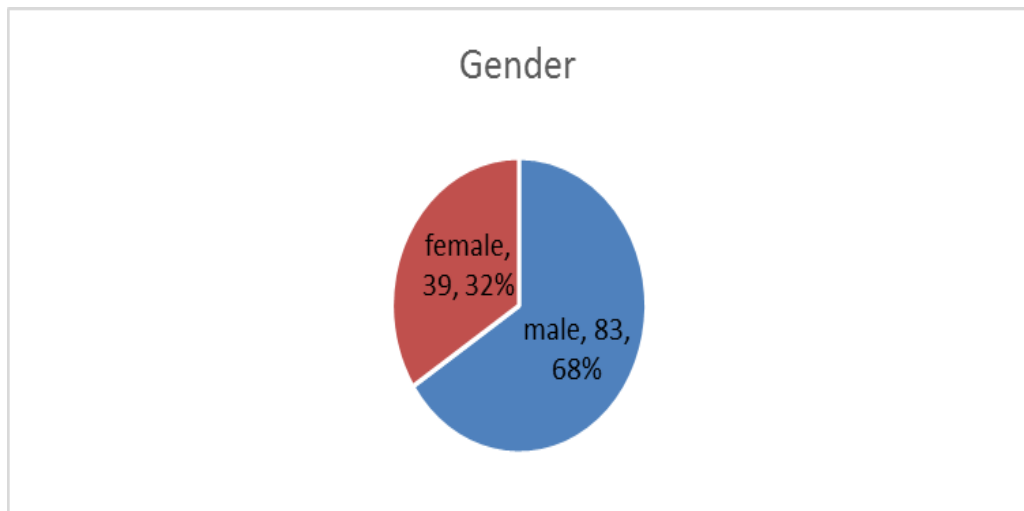


Figure 4.1: Gender of the Respondents

Source: Research Data, (2024)

Figure 4.1 above indicated that 39 (32%) of the respondents were women, compared to 83 (68%) men, who made up the bulk of the respondents. This implied that most of the people involved in project implementation at PCEA Nairobi region were men. However, the organization has met one third gender rule but should strive to employ more women.

4.4.2 Age of the Respondents

The age of employees in the organization is a crucial element because it affects how well they can comprehend their environment, adjust to changes in it, and make

decisions for the organization and also forms the basis of succession management. Therefore, it is important to ask respondents about their age in this study. Results are shown in bar graph below.

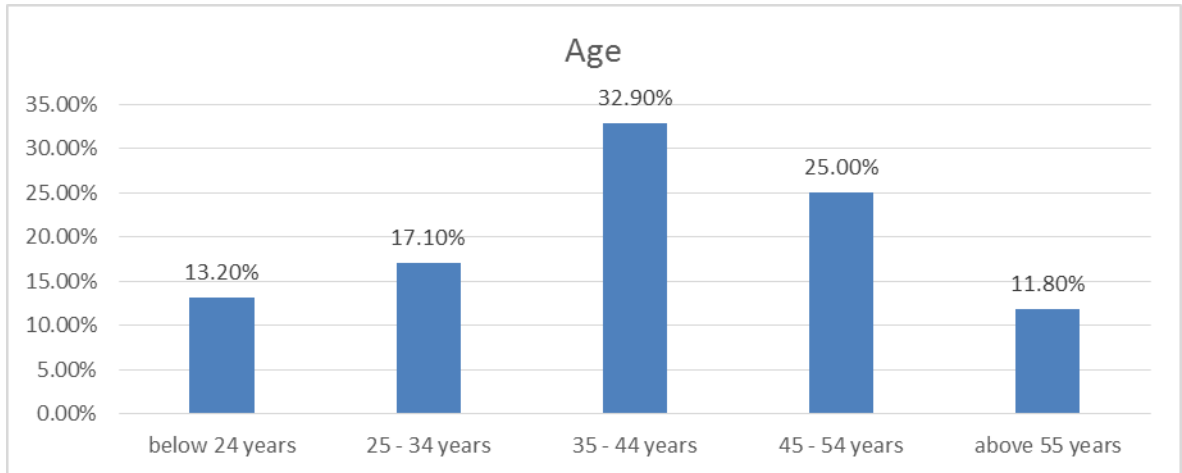


Figure 4.2: Respondents Age

Source: Research Data (2024)

Figure 4.2 showed that the respondents, 40(32.9%) were 35 – 44 years, 31(25.0%) were 45 – 54 years, 21(17.1%) were 25 – 34 years, 16(13.2%) were below 24 years while only 14(11.8%) were above 55 years. This suggested that middle-aged employees are the majority of the in the project implementation of PCEA in Nairobi region. This implied that there is sufficient succession management which boosts consistency and future performance in project implementation.

4.4.3 Respondents’ Level of Education

Employee knowledge, skill, and ability are indicated by their level of education. Decisions on recruiting can have an impact on overall performance in project

implementation, in turn. It was therefore important to interview the respondents of this study on their educational level. Results were presented in pie chart below.

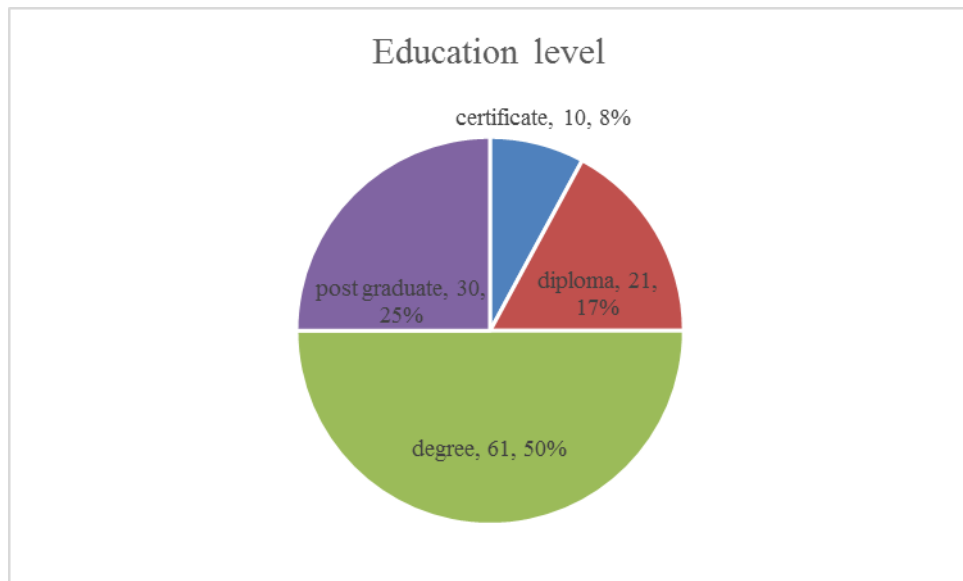


Figure 4.3: Level of Education

Source: Research Data, (2024)

From Figure 4.3 3above, 61 respondents (or 50%) had a degree, 30 respondents (or 25%) had a postgraduate degree, 21 respondents (or 17%) held a diploma, and 10 respondents (or 8%) held a certificate. This suggested that the majority of staff in project implementation at PCEA Nairobi region were educated and so in a position to improve the standard of project implementation. This was in agreement with Cherono (2016) who underscored that a well-educated and knowledgeable employee enhances the quality of performance in an organization.

4.4.4 Duration Worked

Respondents were also asked the duration in which they had been working in their positions at the PCEA church. This was important to establish if the respondents have adequate knowledge and experience of the operations in project implementation. Results are presented in pie chart below.

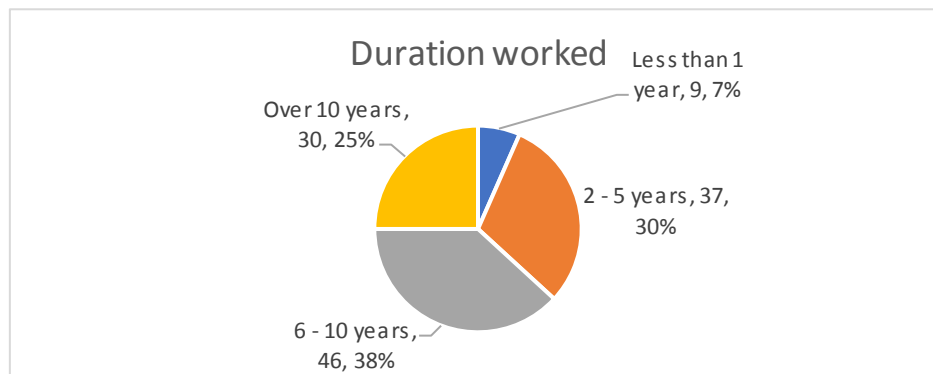


Figure 4.4: Duration Worked

Source: Research Data (2024)

The results in Table 4.4 established that respondents who had worked for 6 to 10 years were 46(38%), 37(30%) for 2 to 5 years, those who had worked for over 10 years were 30(25%) while those who had less than 1 year in the organization were 9(7%). The implication of this was that most of them had worked for a long duration and thus had enough experience that would enhance the effectiveness and quality of project implementation by PCEA church in Nairobi Region. These findings corresponded with Lundu (2015) who indicated that experienced employees enhance the performance of the organization.

4.5 Descriptive statistics Analysis

For both independent and dependent variables, descriptive statistics were carried out and the summary shown below. The main purpose of description is to meaningfully describe, represent, or summarize data from possible patterns which the data exhibits. To objectively evaluate the survey results, the responses of 5 and 4 (strongly agreeing and agreeing) are categorized as agreeing, 2 and 1 (totally disagreeing with and disagreeing) as disagreeing, and 3 is neutral.

4.5.1 Participatory Approach

The study's first objective was to find out how participatory approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for participatory approaches were presented in Table 4.3 below

Table 4.3: Descriptive Analysis for Participatory Approaches

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std.Dev
We review our policies more often to clearly capture procedures of engaging stakeholders in all stages of the project	(10.5%)	(2.6%)	(7.9%)	(32.9%)	(46.1%)	4.01	1.27
Our organization has proper monitoring and evaluation systems for its development program	(10.5%)	0.00%	(15.8%)	(28.9%)	(44.7%)	3.97	1.25
We have put in place proper policies and guidelines that ensure all key stakeholders fully participate in the development of the project	(9.2%)	(2.6%)	(27.6%)	(26.3%)	(34.2%)	3.74	1.23
All our stakeholders are well trained on participatory policies	(10.5%)	(15.8%)	(14.5%)	(30.3%)	(28.9%)	3.51	1.34

Source: Researcher (204)

4.5.2 Evaluation Approach

The study's second objective was to find out how evaluation approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for evaluation approaches were presented in Table 4.4 below

Table 4.4: Descriptive Statistics on Evaluation approach

Statement	SD	D	N	A	SA	M	SD
Our organization uses evaluation approaches in implementation of projects	3.90%	14.00%	18.60%	31.00%	32.60%	3.74	1.17
Evaluation approaches at our organization include bench marking, internal audits, balanced score card and performance appraisals	1.60%	20.90%	23.30%	25.60%	28.70%	3.59	1.16
Evaluation approaches involve all employees in our organization	3.10%	17.80%	26.40%	22.50%	30.20%	3.59	1.18
Evaluation committees have been established in our organization	1.60%	9.30%	14.70%	31.80%	42.60%	4.05	1.04
Our organization has an effective strategy evaluation framework that provides for an annual assessment of the results	5.40%	4.70%	17.80%	31.80%	40.30%	3.97	1.12
Overall Mean						3.839	

Source: Study data, (2024)

Table 4.4 above showed that 77(63.6%) of participants agreed with the statement that the church uses evaluation approaches in implementation of projects (mean=3.74, std.dev=1.17). Further, 66(54.3%) of participants agreed evaluation approaches at the church include bench marking, internal audits, balanced score card and performance appraisals (mean=3.59, std.dev=1.16) have been utilized in project implementation. Further results showed that 68(56.40%) of participants agreed with the statement that evaluation approaches involve all employees in the church (mean=3.59, std.dev=1.18). In addition, 90(74.4%) of participants agreed that there exists evaluation committees in project implementation(mean=4.05, std.dev=1.04). Finally 87(72.10%) evaluation framework that provides for an annual assessment of the results (mean=3.97, std.dev=1.12)

4.5.3 Survey Approach

The study's third objective was to find out how survey approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for survey approaches were presented in Table 4.5 below

Table 4.5: Descriptive Statistics on Survey Approach

Statement	SD	D	N	A	SA	M	SD
Survey is done on majority of the projects undertaken by the church	7.80%	9.30%	24.00%	30.20%	28.70%	3.63	1.21
The church practices survey approach in order to assess the needs of the different church	8.50%	7.80%	19.50%	29.40%	34.90%	3.64	1.27
The church carry's out surveying from other jurisdictions before implementing a project shamming.	8.50%	13.20%	17.10%	24.00%	37.20%	3.61	1.33
Surveying enables the church to easily access information about a project from stakeholders	3.10%	6.20%	18.60%	33.30%	38.80%	3.98	1.05
Overall Mean						3.715	

Source: Study data, (2024)

Table 4.5 above showed that 72(58.5%) of participants agreed with the statement that Survey is done on majority of the projects undertaken by our parishes (mean=3.63, std.dev=1.12). Further, 78(64.4%) of participants agreed with the statement that Our organization practices survey approach in order to assess the needs of the different parishes(mean=3.64, std.dev=1.27). Further results showed that 74(61.20%) of participants agreed with the statement that Our organization carry out surveying from other jurisdictions before implementing a project shamming (mean=3.61,

std.dev=1.33). In addition, 72(59.2%) of participants agreed that Surveying enables our organization to easily access information about a project from stakeholders with (mean=3.98, std.dev=1.05).

4.5.4 Performance Indicator Approach

The study's fourth objective was to find out how performance indicator approach influenced implementation of project in PCEA church in Nairobi Region. Respondents were requested to rate how much they agreed or disagreed with various assertions about participatory approaches. The data was further grouped, with 4 & 5 being grouped as agree, 1 & 2 being classified as disagree while 3 was indicated as neutral. Descriptive analysis for survey approaches were presented in Table 4.6 below

Table 4.6: Descriptive Analysis for Performance Indicators Approach

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std.Dev
Performance of projects in our organization is measured on various criteria	(6.6%)	(7.9%)	(17.1%)	(44.7%)	(23.7%)	3.71	1.12
Performance measurement is a key consideration in our organization projects	(10.5%)	(13.2%)	(17.1%)	(35.5%)	(23.7%)	3.49	1.28
Our organization uses performance contracting system as a performance indicator tool	(7.9%)	(1.3%)	(19.7%)	(34.2%)	(36.8%)	3.91	1.16
Most administrators were trained on project management in our organization	(10.5%)	(1.3%)	(28.9%)	(32.9%)	(26.3%)	3.63	1.20

Source: Researcher (2024)

Table 4.6 above showed that 82(68.4%) of participants agreed with the statement that Performance of projects in the church is measured on various criteria (mean=3.71, std.dev=1.12). Further, 72(59.2%) of participants agreed with the statement that Performance measurement is a key consideration in the church projects (mean=3.49, std.dev=1.28). Further results showed that 86(71.0%) of participants agreed with the

statement that there The church uses performance contracting system as a performance indicator tool (mean=3.91, std.dev=1.16). In addition, 72(59.2%) of participants agreed that most project administrators were trained on project management in the church.

4.5.5 Project Implementation

The dependent variable of the study was project implementation in PCEA church Nairobi region. The participants were asked to comment about the level of project implementation in terms of participatory approaches, survey approaches, evaluation approaches and performance indicators approach. On a five-point Likert scale, respondents were asked to rate how much they agreed with several assertions about the level of implementation. The data was further categorized, with 4 and 5 being categorized as agree, 1 and 2 as disagree, and 3 being categorized as neutral. Descriptive analysis for was presented in Table 4.7 below.

Table 4.7: Descriptive Analysis for Project Implementation

Statement	1	2	3	4	5	Mean	Std.Dev
The PCEA church has employed necessary approaches in project implementation	(6.6%)	0.00%	(21.1%)	(21.1%)	(51.3%)	4.11	1.15
Our church implemented projects are of high quality and standard	(7.9%)	(7.9%)	(26.3%)	(27.6%)	(30.3%)	3.64	1.22
Stakeholders are satisfied with the church projects implementation process	(10.5%)	(3.9%)	(13.2%)	(22.4%)	(50%)	3.97	1.33
Projects undertaken in our parishes are completed on time and within budget	(7.9%)	(7.9%)	(13.2%)	(26.3%)	(44.7%)	3.92	1.27

Source: Researcher (2024)

Table 4.7 showed that 88(72.4%) of participants agreed with the statement that Presbyterian Church of East Africa in Nairobi region had employed participatory, evaluation, survey and participatory indicators in its project implementation process with a (mean=4.11, std.dev=1.15). Further, 70(57.9%) of participants agreed that the projects were of good quality and met the required standards with (mean=3.64, std.dev=1.22). In addition, 88(72.4%) of participants agreed that the relevant

stakeholders are highly involved in the process of project implementation with (Mean=3.97, std.dev=1.33). Further, 86(71.0%) of participants agreed with the statement that the projects are completed within the required time and budget with a (mean=3.92, std.dev=1.27).

4.6 Correlation Analysis

Correlation analysis was conducted to determine the association between the independent variable (participatory approach, evaluation approach, survey approach and performance indicators approach and the dependent variable (project implementation). Therefore, correlation helps the researcher to understand the connection between the independent and dependent variables and which variable to investigate further. This was presented in Table 4.8 below.

Table 4.8 Correlation Results

	Project implement ation	Participatory approaches	Evaluation approaches	Survey approac hes	Performance indicators approaches
Project implementation	1				
Participatory approaches	.782** 0.000	1			
Evaluation approaches	.873** 0.000	.673** 0.000	1		
Survey approaches	.812** 0.000	.642** 0.000	.794** 0	1	
Performance indicators approaches	.787** 0.000	.679** 0.000	.728** 0.000	.671** 0.000	1

Source: Researcher (2024)

The Table 4.8 show the budgeting participatory approaches has a positive and significant correlation with project implementation ($r=0.873$, $p=0.000$). Further results show that evaluation approaches have a positive and significant correlation with project implementation ($r=0.812$, $p=0.000$). Additionally, the results of the study show that survey approaches have a positive and significant correlation with project implementation ($r=0.787$, $p=0.000$). The results of further research show that performance indicators have a positive and significant correlation with project implementation ($r=0.782$, $p=0.000$).

4.7 Diagnostic Testing

The following diagnostic tests were conducted.

4.7.1 Multicollinearity Test

Multicollinearity assumptions states that independent variables should not be highly correlated to each other. Test for multicollinearity assists in examining the strength of the association amongst variables. Multicollinearity was tested in the study using variance inflation factor. Results are presented in Table 4.10 below.

Table 4.9: Multicollinearity Test

	Tolerance	VIF
Participatory approaches	0.46	2.19
Evaluation approaches	0.29	3.48
Survey approaches	0.34	2.94
Performance indicators	0.40	2.53
Mean		2.78

Source: Researcher (2024)

Results in Table 4.10 showed that VIF values ranged from 2.19 (participatory approach) and 3.48 (evaluation approach). The mean of the VIF was 2.78. This implied that there was no multicollinearity amongst the variables.

4.7.2 Normality

In statistics, the normality test is used to decide whether the set of information given by iP is normally distributed and to determine how likely the random variables that cover the information index are normally distributed (Ramakrishna, 2013). Shapiro-wilk was used in this study since the sample size was below 200. This was presented in Table 4.9 below

Table 4.10: Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
participatory approaches	0.126	76	0.089	0.905	76	0.065
evaluation approaches	0.139	76	0.061	0.857	76	0.059
survey approaches	0.118	76	0.071	0.891	76	0.068
performance indicators	0.104	76	0.091	0.926	76	0.069

Source: Researcher (2024)

Table 4.10 above showed that participatory approaches, evaluation approaches, survey approaches, performance indicators and project implementation were normally distributed. This is due to the fact that their p values exceeded 0.05.

4.7.3 Heteroscedasticity Test

Levene's test for equality of error variances was used to check heteroskedasticity test and the results are shown in Table 4.11.

Table 4.11: Levene's Test of Equality of Error Variances

Dependent Variable: Y			
F	df1	df2	Sig.
1.714	63	12	.153

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

Source: Research Data (2024)

Table 4.11 shows that the null hypothesis of constant variance of error terms was accepted since the p value of 0.153 was greater than 0.05. Therefore, heteroskedasticity was not a problem in this study.

4.8 Inferential Analysis

One of the inferential statistics used to demonstrate the link between variables is regression analysis. This demonstrates the link between sound financial management methods and quality of financial governance.

4.8.1 Model Fitness

In order to determine the effect of monitoring and evaluation approaches on project implementation model fitness was conducted. This was presented in Table 4.12 below

Table 4.12: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929a	0.863	0.855	0.29319

Source: Researcher (2023)

Table 4.12 above showed that Adjusted R squared is 0.855. This means that the monitoring and evaluation approaches explains 85.5% of changes in project implementation. Also, R is 0.929. This means that the monitoring and evaluation approaches have a strong relationship with the quality of financial management.

4.8.2 Analysis of Variance

The ANOVA was performed to assess the monitoring and evaluation approached as a predictor for project implementation. The findings from the analysis of the variance are presented in Table 4.13 below.

Table 4.13: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.401	4	9.6	111.68	.000b
Residual	6.103	71	0.086		
Total	44.504	75			

Source: Researcher (2024)

Table 4.13 demonstrates this, with a F statistic of 111.68 and reported p-value of 0.000, which is less than the conventional probability criterion of significance of 0.05. Monitoring and evaluation approaches is an excellent predictor of project

implementation. This means that the monitoring and evaluation has a statistically immaterial outcome on project implementation at the 95% confidence level.

4.8.3 Regression Analysis Results

Regression of coefficient results shows the effect of the monitoring and evaluation approaches on project implementation. This was presented in Table 4.14 below

Table 4.14: Regression Coefficient

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-0.002	0.190		-0.011	0.992
Participatory approaches	0.222	0.057	0.253	3.895	0.000
Evaluation approaches	0.365	0.073	0.412	5.035	0.000
Survey approaches	0.172	0.065	0.200	2.660	0.010
Performance indicators	0.199	0.077	0.181	2.584	0.012

Source: Researcher (2024)

$$Y = 0.253X_1 + 0.412X_2 + 0.200X_3 + 0.181X_4 + \varepsilon$$

X1=Participatory approaches

X2= Evaluation approaches

X3= Survey approaches

X4= performance indicators approaches

ε = Error term

Results on Table 4.14 showed that Participatory approaches had a positive and significant effect with project implementation ($\beta=0.253$, $p=0.000$). This implied that an improvement in participatory approaches would improve project implementation. The results were in agreement with Onditi (2017) who conducted a study on influence of participatory monitoring and evaluation results on the performance of county funded road projects in Bobasi Sub County- Kisii County, Kenya. The findings showed that participatory monitoring and evaluation results promotes and increases recognition and completion rate of road projects in Bobasi Sub County. Additionally, Ngumbo (2015) recommended that change agents should take participatory development and participatory communication as efficient development approaches in the steps towards improving the living standards of its citizenry, encouraging involvement of the intended beneficiaries at all stages of project development.

Evaluation approaches had a positive and significant effect with financial governance ($\beta=0.412$, $p=0.000$). This implied that an improvement in evaluation approaches would improve quality project implementation. The results were in conclusion similar to Thiong'o (2018) whose findings indicated that the strategic evaluation approaches used by milk processing firms greatly improved the performance of the projects. The study recommended that firms should come up with the clear evaluation approaches which also involve all employees from the earliest stage of strategy evaluation. Abdille (2017) assessed on the influence of project evaluation approaches on performance of Somalia government projects. The study recommended that project

managers to continuously use evaluation approaches to improve project completion rate.

Survey approaches had a positive and significant effect with project implementation ($\beta=0.200$, $p=0.010$). This implied that improvement in survey approaches would improve quality of project implementation. The findings agree with Chege (2017) who established that survey analysis before the project implementation a survey had been done on other jurisdictions where the best practices were implemented by the project managers and the bad practices ignored which ensured successful implementation of the project National Police Service Housing Project. Maiyo (2015) assessed on the factors influencing implementation of construction projects in public institutions in Ainamoi sub county, Kericho county. The study recommended that when surveying, the project team need to create awareness to various stakeholder groups about the anticipated projects.

Performance indicator approaches had a positive and significant effect project evaluation ($\beta=0.181$, $p=0.012$). This implied that an improvement in performance indicator approaches would improve quality of project implementation. The findings are supported by Kaganski, *et, al.* (2017) who recommended that the various performance indicators approach adopted by the companies for implementation of their projects should be followed and monitored. And also Kinyanjui *et, al.* (2014) acknowledged that performance contracting system is one of performance indicators approach aimed at ensuring successful implementation of government projects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study sought to determine the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi city county, Kenya. This section presents the summary of the findings of the research. It further provides the conclusions and recommendations

5.2 Summary

The study main objective was to establish the effect of monitoring and evaluation approaches on project implementation. The study had four specific objectives which sought to determine the effect of participatory approaches, evaluation approaches, survey approaches and performance indicators approaches in Presbyterian Church of East Africa, Nairobi region, Kenya. The target population for this study comprised of 93 Parish leaders, 11 Presbytery leaders drawn from the eleven Presbyteries of the Nairobi Region of the PCEA, 9 chairpersons for each project, 9 project managers and 12 development committee members totaling to 134. Primary data was collected using a closed and open ended questionnaire.

The first specific objective was to establish the effect of participatory approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that participatory approaches had positive as well statistically significant correlation with project implementation. Furthermore, the results of multiple regression analysis indicated that participatory

approaches had a positive and significant linear relationship with project implementation. Hence any change in participatory approaches will lead to improvement in project implementation

The second specific objective was to establish the effect of evaluation approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that evaluation approaches had positive as well statistically significant correlation with project implementation. Furthermore, the results of multiple regression analysis indicated that evaluation approaches had a positive and significant linear relationship with project implementation. The results meant that any change in evaluation approaches will lead to improvement in project implementation

The third specific objective was to establish the effect of survey approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that survey approaches had positive as well statistically significant correlation with project implementation. Also, the results of multiple regression analysis indicated that survey approaches had a positive and significant linear relationship with project implementation. The means that any change in survey approaches will lead to improvement in project implementation

The fourth specific objective was to establish the effect of performance indicators approaches on project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya. Data was analyzed and the correlation results indicated that performance indicators approaches had positive as well statistically significant correlation with project implementation. Additionally, the results of multiple

regression analysis indicated that performance indicators approaches had a positive and significant linear relationship with project implementation. Therefore, a change in performance indicators approaches will lead to improvement in project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya.

5.3 Conclusions

In view of the research objectives, analysis and inference, several conclusions were made. These were participatory approaches, evaluation approaches, survey approaches, performance indicators approaches and project implementation. The findings of this analysis indicate a significant correlation between the monitoring and evaluation approaches and project implementation in Presbyterian Church of East Africa, Nairobi region, Kenya

Participatory approaches were found to be a key enabler and a good tool to improve the quality of project implementation since it had a positive significant effect. And therefore the study concluded that it is important to engage with all the stakeholders while undertaking project implementation. This leads to enhanced satisfaction and a sense of ownership by all the participants. It also improves the quality of the implementation process since deviations can be identified and corrective measures taken in good time.

Evaluation approaches had a positive and significant association with project implementation. The study concluded that proper product and process evaluation should be carried out at every step of project implementation. This ensures a cost benefit approach to all the participants and processes is done. It also provides checks and balances hence leading to better project implementation

Survey approaches had a positive and significant influence with project implementation. The findings found that the PCEA church in Nairobi region had a robust bench marking strategy for all its projects. This meant sure that the quality of the projects and standards are well maintained. The study therefore concluded that survey approach is a key enabler in improving project implementation processes and it forms a backbone for better decision making.

Performance indicators approaches had a positive and significant association with project implementation. Further it leads to proper monitoring of each participants output. This approach was found to be a motivator in improving the quality of project implementation. In addition, the participants were happy to be associated and referred to with certain completed project. This meant that they owned the process and hence improved the project standards as well as increased the rate of completion.

5.4 Recommendations for Policy and Practice

Recommendations made for policies and practice were guided by the research findings, discoveries, and conclusions drawn in chapters four and five. Generally, all four research variables were discovered to materially impact project implantation. The study, therefore, recommends that the church leaders to seek ways to engage with all the participants at all levels in ensuring proper project implementation procedure.

The findings from this study contribute to policy making and add to the body of knowledge on the area of project management and M&E in general. By proving that there is a positive significant effect between monitoring and evaluation approaches

and project implementation. This provides a platform for M&E practitioners and academicians to incorporate them in project implementation models.

The officers charged with monitoring and evaluation like those from the ministry of state for planning National Development and vision 2030, can apply these findings to develop, modify or design tools that will determine efficiency, effectiveness, relevance and impact of monitoring and evaluation approaches in project implementation.

5.5 Suggestions for Further Studies

The study sought to determine the effect of monitoring and evaluation approaches on implementation of projects in Presbyterian Church of East Africa, Nairobi city county, Kenya. The conclusion was that the study variables contributed to a significant percentage of the variation in project implementation. The study suggests that other studies can be done in other sectors especially in the public service to establish if similar factors affect them

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Anthony Githae Wachira

Kenyatta University

Dear Respondent,

I am a student at Kenyatta University, from the School of Business, Economics and Tourism pursuing a master’s degree in business administration currently conducting research entitled “*monitoring and evaluation approaches and implementation of projects by PCEA in Nairobi City County, Kenya*” this study work contributes in accomplishment for completion of my degree. I therefore request you to take little of your time and kindly fill in the questionnaire that have provided below. I assure you that I will maintain confidentiality and use your information for academic. Your collaboration is highly treasured.

Thank you for response and return of your completely filled questionnaire.

Yours faithfully.....

Anthony Githae Wachira

APPENDIX II: QUESTIONNAIRE

Kindly fill in this questionnaire on *monitoring and evaluation approaches and implementation of projects by Presbyterian Church of East Africa in Nairobi Region, Kenya*. Note that all information given will only be used for academic purpose. Do **NOT** write your name on this questionnaire.

Section A: General Information

In this section kindly tick where suitable.

1. What is your gender?

Male () Female ()

2. What is your highest level of education?

Certificate Diploma Degree Post Graduate

3. Name of the project.....

4. What is your current position in this project?

Project chairperson

Project manager

Development committee member

Parish church leader

Presbytery leader

5. Under which age bracket do you fall?

24 years and below

25-34 years

35-44 years

45-54 years

55 years and above

5. How many years have worked in the current position for this project?

Less than 1 years () 2-5 Years () 6-10 years, Over 10Years ()

SECTION B: PARTICIPATORY APPROACH

6. Below are several statements on Impact Evaluation and Implementation of Projects.

Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
We review our policies more often to clearly capture procedures of engaging stakeholders in all stages of the project					
We implement our PM&E result to avoid future challenges					
We have put in place proper policies and guidelines that ensure all					

key stakeholders fully participate in the development of the project					
All our stakeholders are well trained on participatory policies					
Our organization has proper monitoring and evaluation systems for its development program					

SECTION C: EVALUATION APPROACH

7. Below are several statements on Impact Evaluation Approach and Implementation of Projects. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
Our organization uses evaluation approaches in implementation of projects					
Evaluation approaches at our organization include bench marking, internal audits, balanced score card and performance appraisals					
Evaluation approaches involve all employees in our organization					
Evaluation committees have been established in our organization					
Our organization has an effective strategy evaluation framework that provides for an annual assessment of the results					

SECTION D: SURVEY APPROACH

8. Below are several statements on Formal Survey Approach and Implementations of Projects. Kindly indicate the extent of your agreement with each of these statements.

Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
Survey is done on majority of the projects undertaken by our organization					
Our organization practices survey approach in order to assess the needs of the different communities					
Our organization carry out surveying from other jurisdictions before implementing a project					
Surveying enables our organization to easily access information about a project					
Our organization involves various stakeholders on survey approach					

SECTION E: PERFORMANCE INDICATOR APPROACH

9. Below are several statements on Performance Indicators Approachs and Implementation of Projects. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
Performance of projects in our organization is measured on various criteria					
Performance measurement is a key consideration in our organization					

projects					
Our organization monitors performance indicators approach for implementation of their projects.					
Our organization uses performance contracting system as a performance indicator tool					
Most administrators were trained on project management in our organization					

SECTION F: PROJECT IMPLEMENTATION

10. Below are several statements on Implementation of Projects by Presbyterian Church of East Africa in Nairobi City County, Kenya. Kindly indicate the extent of your agreement with each of these statements. Use a Likert scale of 1-5, where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

Statement	1	2	3	4	5
Our organization implemented projects are of high quality					
Stakeholders are satisfied with our organization projects					
Projects undertaken in our organization are completed on time					

THANK YOU

APPENDIX III: LIST OF PROJECTS

1. PCEA Nairobi east office complex Ruai
2. PCEA Umoja imani towers umoja1
3. Head office recreational and swimming complex
4. PCEA Lavington housing units project started in 2017 ongoing
5. PCEA Umoja academy school complex and youth service chapel
6. PCEA Zimmerman church school block and college block
7. PCEA Kahawa Sukari muLti- purpose office block
8. PCEA Kahawa Sukari mega swimming pool
9. Swimming Complex in South C Muhoho avenue

Sources: PCEA GAC 2023

APPENDIX IV: RESEARCH APPROVAL FROM GRADUATE SCHOOL



KENYATTA UNIVERSITY GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 23rd January, 2024

TO: Anthony Githae Wachira
C/o Management Science Dept.

REF: D53/OL/CTY/32234/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 17th January, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, "Monitoring and Evaluation Approaches and Implementation of Projects by Presbyterian Church of East Africa in Nairobi Region, Kenya".

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

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in blue ink, appearing to be 'A' followed by a flourish.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Morrisson Mutuku
C/o Department of Management Science
Kenyatta University

**APPENDIX V: RESEARCH AUTHORIZATION FROM GRADUATE
SCHOOL**



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

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

Website: www.ku.ac.ke

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

Our Ref: D53/OL/CTY/32234/2017

DATE: 23rd January, 2024

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR –ANTHONY GITHAE WACHIRA – REG. NO. D53/
OL/CTY/32234/2017

I write to introduce Mr. Anthony Githae Wachira who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Management Science.

Mr. Wachira intends to conduct research for a M.B.A Project Proposal entitled, “Monitoring and Evaluation Approaches and Implementation of Projects by Presbyterian Church of East Africa in Nairobi Region, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

JL/nn

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
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