

**MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF CARE
INTERNATIONAL PROJECTS IN NAIROBI CITY COUNTY, KENYA**

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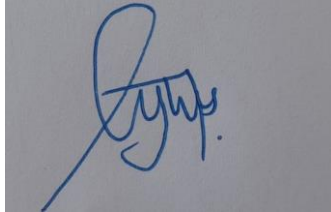
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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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UNIVERSITY**

MAY, 2023

DECLARATION

I declare that this research project is my original work and it has not been submitted for the award of any degree or diploma in any other institution. No part of the project should be reproduced without the authority of the author and/or Kenyatta University.



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DEDICATION

I wish to dedicate this work to my loving and supportive parents, the recently departed/
Late Mr. Patrick Ndothya Mwove Nzuki and Mrs. Angeline Ndothya.

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I'd want to give a heartfelt shout-out to everyone who assisted and encouraged me while I pursued my master's degree. First and foremost, I want to express my gratitude to God Almighty for blessing me with the dedication, perseverance, and patience necessary to complete this project. I owe a great deal of gratitude to Dr. Perris, my supervisor, who provided me with the necessary direction, encouragement, and invaluable advice to ensure that I produced a high-quality research project. I am sincerely thankful to my family, friends and Colleagues at Kenya Private Sector Alliance and former Colleagues from Caritas Kitui and CARE Kenya for the support and thriving environment they created during my project development.

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ABBREVIATIONS AND ACRONYMS

ERP	Enterprise Resource Planning
M&E	Monitoring and Evaluation
MDG's	Millennium Development Goals
MEIS	Monitoring and Evaluation Information System
NACOSTI	National Commission for Science and Technology Innovation
NGO	Non-Governmental Organization
NHIF	National Health Insurance Fund
OE	Organizational Effectiveness
PHE	Public Health England
PPP	Public–private partnerships
SPSS	Statistical Packages for Social Sciences
UN	United Nation
UNDP	United Nations Development Programmes
UNHCR	United Nations High Commission for Refugees
WFP	World Food Programmes

OPERATIONAL DEFINITION OF TERMS

Monitoring and Evaluation Is a method used to evaluate a project's progress and outcomes in order to make adjustments, foster teamwork, and gauge success.

Monitoring and Evaluation

Practices

This are methodologies and applications that can facilitate sustainable and responsible project planning and management in organizations through encouraging good practice and the continuous improvement of programming such as planning, financial support, stakeholder engagement and training.

Performance of Projects

It serves as a gauge of project performance in terms of meeting deadlines, budgets, and quality standards while also achieving project goals.

M&E Planning

It is a system of tracking and accessing the results of a project activities using project implementation plans, frameworks and trackers.

M&E Financial support

A situation in which the expected expenditures for a program do not exceed its expected revenues and assets during certain time frame.

M&E training

This are capacity building activities geared towards improving tracking and accessing of results and effectiveness of project intervention

M&E Stakeholder engagement it is the involvement of stakeholders to steer ownership of the project, promote decision making and curate solutions for possible challenges

ABSTRACT

Successful project completion is measured by how well the project's objectives and goals for ensuring customer satisfaction and meeting technical criteria were actually carried out. Factors such as budget, health & safety, product quality, productivity, timeliness, and customer approval, and modifications are some of the performance indicators used in evaluating and quantifying project performance. Despite the program's efforts to implement projects in Nairobi county to uplift the living standards among Nairobi residents, 1.5 million of 3.8 million residents are jobless and have a daily income of less than \$1.9. The study sought to assess the Monitoring and Evaluation practices and Performance of CARE International projects in Nairobi County, Kenya. The study was guided by the following objectives; to determine the influence of M& E plan, M& E financial support, M& E training and M& E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya. The study was grounded on the theory of change, realistic evaluation theory and program theory that help those implementing projects to better understand how project innovation is executed, disseminated, adopted by implementers and implemented by those responsible for prosperity. The study used a descriptive research approach. A total 155 projects respondents among 5 projects were considered for this research. As the population was small, the whole population of 155 was used as the sample size using the census method. A questionnaire was employed to gather information for the investigation. The National Commission for Science, Technology, and Innovation approved the research's data collection procedures (NACOSTI). The researcher also tried to be approved to conduct her study by Kenyatta University. Cronbach's alpha was used to look at the pilot test findings and find out how reliable the questionnaire was. Statistical Package for the Social Sciences was used for both descriptive and inferential statistics analysis on the acquired data (SPSS version 24). Frequencies, percentages, averages, and standard deviation were also generated using the statistical tool. The impact of the predictor variables on one another was examined using multiple regression analysis. The research found that there was a positive and substantial connection between the dependent and independent variables, with a correlation value of 0.876. Regression analysis was used to determine the effects of the study variables M&E plan, M&E financial support, M&E training, and M&E stakeholder engagement. The findings showed that all four independent variables had a positive and substantial impact on projects in Nairobi County, Kenya. The study concludes M&E planning is a vital tool in enhancing project performance as well as its influence on strategic planning, on M&E stakeholders ensure M&E reports are shared with donors for learning and recommendation in case of any change requests. The study also found that M&E training influenced the performance of the staff therefore ensure adequate and appropriate training of M&E field staff. Finally, on M&E financial support it's important to ensure a resource mobilization unit. The study recommends raft measures to be undertaken in order to address the challenges impeding efficient and effective implementation of projects to enhance performance. The researcher further suggests more research to be done to assess other factors affecting performance in CARE International projects.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Successful project completion is measured by how well the project's objectives and goals for ensuring customer satisfaction and meeting technical criteria were actually carried out. Factors such as budget, health & safety, product quality, productivity, timeliness, and customer approval, and modifications are some of the performance indicators used in evaluating and quantifying project performance (Cheung, 2014).

Project success is measured by how well it addresses stakeholder capacity strengthening demands, coordination of systems, training of personnel, and improvement of technological infrastructure in work streams (Carlson, Shorten, Khalid, 2022). Humanitarian and civic aid initiatives that have the ability to educate not just service workers but also funders, experts, and representatives from the host country are seen favourably in the United States, as stated by Jeff (2014). In their discussion of the Philippines, Atienza and Quilala emphasize the value the importance of local NGOs in humanitarian work and international relations in the context of localization and decentralization.

According to Babatunde, Oloruntoba, and Agho (2020), the consequences of catastrophes and humanitarian crises, particularly medical and healthcare emergencies, affect a tremendous number of individuals in Africa. In their research, which looked at realistic deployable logistics models for getting medical supplies to places where they're needed after disasters, found problems with the way that supply chains were managed and distributed. According to Ayegba & Root, the use of

framework contracts (FC), whose performance expectations were delivery on time, within budget, and to needed quality and satisfaction, has increased in South Africa. According to Kabale, Irechukwu, and Ogoi, humanitarian organizations in underdeveloped nations like Rwanda continue to face logistical challenges like delayed deliveries caused by poor transportation, stock outs caused by subpar inventory management, and missing items in the warehouse because of subpar warehouse management systems.

Locally, Mbogo claims that wars and catastrophes have been going on for decades, but that in recent years, thanks to greater attention and funding, humanitarian responses to crises have blossomed. However, there is very little published research on how money allocation for monitoring and evaluation affects the design of humanitarian operations. According to Mutisya, Ndolo and Muranga Turkana County has attracted a lot of humanitarian projects to reach out to the needy situation in different areas of the community. However, most of the projects launched are characterized by cost overruns, delays, and unaccountability. The challenges could be attributed to among others, poor infrastructure, harsh weather, nomadic lifestyle, insecurity, and a turbulent environment. Kiswili claims that the humanitarian groups in Swale and Osoro are fighting to achieve optimal performance in their supply chains by experimenting with and implementing a wide range of supply chain architectures. This is due to the fact that, despite substantial financial investments, strict scrutiny by donors, and high expectations from vulnerable communities, humanitarian supply chains continue to react slowly, inefficiently, and poorly coordinated to crises.

1.1.1. Performance of Projects

There are four factors that contribute to a project's success, as stated by Kerzner (2017). Quality, cost, efficiency in terms of time, and success in reaching one's goals are the four pillars that make up this framework. However, organizations should not restrict performance assessment by relying only on efficiency metrics as indicators of project success since such measurements may not be representative of the project's overall performance.

Since time and money affect all stakeholders equally, they are the most crucial variables in a construction project's success or failure (Reshma & Robin, 2020). Project delays were traced back to five main causes: changes in design between the client and the consultant, plans and deadlines that are too ambitious, problems in getting the necessary permits and licenses from the government, consultants' erroneous time estimates, in addition to requests for changes from the customer. Rather, research has shown that the top five causes of budget overruns include unexpected changes in the design, inaccurate cost estimates, delays in client approvals, financial constraints on the client side, and a lackadaisical procurement approach.

According to Wambua (2019), calculating the amount of money spent on a project is a standard way to evaluate its success. In his research, Cyrus (2018) found that numerous county-funded education initiatives in Makueni County often failed to meet their schedule, budget, end-product specification, customer demand, or management goals. Matthieu (2010) conducted a literature study in which he looked at the relationship between project success and factors such as cost, time, quality, and risk. He pointed out that there is no standardized method for aggregating performance criteria in a way that is useful for monitoring and managing the project. He proposed a technique

for analyzing project success based on many factors. Specifically, the technique dissects project performance along three dimensions: the project's activity, the kind of indicators used to measure that activity, and the total amount of performance data collected (Effectiveness, Efficiency and Relevance). We will evaluate performance in terms of how well we meet our goals, as well as how much time and money we spend.

1.1.2. Monitoring and Evaluation Practices

By promoting good practice and the ongoing development of programs like planning, implementing, and reviewing results, monitoring and evaluation methods may help organizations plan and manage projects in a sustainable and responsible manner, money, training, and stakeholder participation in monitoring and evaluation are all adequately allocated. The M and E practices are the emerging trends in the world for the purpose of enhancing transparency and accountability with the main goal of improving governance for the development of the economy. The development mainly occurs when the projects undertaken are completed successfully on schedule and within the set budgets without misuse of funds. Accountability is very important in both local and national governments as it enhances efficiency in the public service (Graute 2016).

The USAID study states that the most efficient means of monitoring and evaluation include: linking M&E to long-term strategic objectives and operational plans; putting an emphasis on saving money and doing things efficiently; collectively monitoring development; using the insights of both international and indigenous specialists; propagating the results of assessments; by combining information from many resources; and making it easier for program improvements to be informed by assessment findings. Quality control, cost control, and on-time delivery and the

successful completion of the program's goals are all examples of outcomes that may be measured by monitoring and evaluation, as stated by Mark, Wafula, and Kirobo (2022). Lubna (2021) argues that effective monitoring and evaluation practices including management buy-in, stakeholder engagement, employee expertise, fine-tuned training initiatives, proficient application of information technology, and timely, actionable report generation are crucial to achieving development goals that can be sustained over time.

Kihuha (2018) states that the M&E practices were evaluated on four dimensions: the planning procedure, technical knowledge, stakeholder input, and managerial oversight. Planning, on-budget delivery, training, and stakeholder participation are some of the Monitoring and Evaluation techniques that will be examined in this study. Planning for M&E, stakeholder participation, capacity development for M&E, and M&E data usage were all part of the integrated monitoring and evaluation methods, as stated by Gatimu, Gakuu, and Nderitu (2016). This study's assessment and monitoring procedures will include careful preparation, thorough instruction, generous funding, and active participation from all concerned parties.

A monitoring and evaluation plan, as defined by a USAID report, is a document describing all M&E activities in a program. The report outlines the M&E components, which include an introduction, a description of the program's aims and objectives, a conceptual framework, a logic framework, a results framework, a set of indicators presented in a matrix and a set of reference sheets, a set of data sources, a collection and reporting system, and a set of plans for making use of the data and disseminating it. According to Douveren (2017), in order for a monitoring and evaluation strategy to be both efficient and thorough, it must include institutional indicators that correspond with the goals of the project.

Participation from key stakeholders during monitoring and assessment is essential for accurate project diagnosis and success. It is not enough for stakeholders to merely receive monitoring and evaluation reports; rather, they have a duty and a right to know what is happening in the program or project, what needs fixing, how things turned out, and what lessons can be learned and shared. This is according to a report by the United Nations Development Programme (UNDP, 2019).

The UNDP Monitoring Report emphasizes the need of financial backing for the completion of projects. To guarantee effective management of development efforts, adequate funds must be allotted to perform monitoring and assessment tasks. Capital adequacy, liquidity, solvency, efficiency, leverage, and profitability are some of the metrics used to determine a company's financial sufficiency, as determined by study conducted by Fatihudin and Didin (2018). The company's financial performance and its capacity for managing and directing its own resources. Decisions made by business management may be supported by data from cash flow statements, balance sheets, profit and loss statements, and capital changes. Learning finance, including economics, financial management, and accounting, is essential for understanding a company's financial behavior, as are the subfields of fundamental analysis and technical analysis.

1.1.3. CARE International Kenya Projects

CARE International is an International NGO agency that serves in 95 countries through 965 poverty eradication projects. For 51 year (1964-2019), CARE International Kenya has been operational in serving refugees and citizens in poor set ups such as slums and rural areas and refugee camps. It contributes to development by providing contributing to areas such as water, hygiene, food distribution, and formal education. It operates in Kenya and its priority regions are

Nyanza Region, North Eastern Region and Nairobi Region (in Kibera ward) (<https://www.care-international.org/where-we-work/kenya>).

According to the CARE International report published in May 2018, CARE International set ambitious impact goals for 2020. The paper recommended a strategy to accomplish, measure, and promote the eradication of poverty and social exclusion for 150 million people worldwide and 2.5 million in Nairobi County. The Kenya National Bureau of Statistics (2019) estimates that there are 47.5 million people living in Kenya, with 12.2 million households. According to Statista (2021), 16% of Kenyans in 2021 were living on less than \$1.90 per day, and the average household size was 3.9 people. The 2010 Kenya Population and Housing Census found that out of a total population of 3.8 million, 1.5 million were either jobless or living in extreme poverty in Nairobi County.

In the report on accountability, CARE states its intention to be an organization that "makes optimum use of the resources given to us by donors to achieve our impact in a fair and efficient manner." Through humanitarian action, promotion of creative solutions, and multiplication of effect, CARE seeks to have a lasting impact at scale and promote inclusive development, as outlined in the organization's 2020 Program Strategy. They help those on the margins of society overcome poverty, social injustice, and humanitarian disasters by using tried and true concepts and methods. CARE uses the data and insights gained from its programs to push for systemic changes and expand upon what has been shown to work. In each of these capacities, CARE collaborates with other organizations and individuals to find lasting answers to the problems of poverty and inequality. The research will examine the monitoring and assessment procedures used by CARE International Kenya, as well as the results of their programs.

1.2.Statement of the Problem

Project performance is important to CARE International, other NGOs, Donors community, Government of Kenya among other stakeholders because projects are implemented to resolve emerging development issues. Despite the program's efforts, 1.5 million of Nairobi's 3.8 million residents are jobless and have a daily income of less than \$1.9. A case study of CARE International in Embu County, where a number of other NGOs operate, was conducted by Kinyua and Mburugu (2019) to determine the influence of planning on project performance. They found that despite CARE International's long history of presence in the region and its many ongoing, large-scale initiatives, poverty rates had not decreased. Despite the organization's best efforts, CARE International has not been successful in its mission to fight poverty and inequality. Neither have its projects been finished on time or under budget. Therefore, the purpose of this study is to evaluate how much of an impact monitoring and evaluation procedures have on the success of projects carried out by CARE International Kenya.

The research examined the effectiveness of Community Development Fund initiatives and non-governmental organization projects like CARE International's work in Kenya. Using the instance of the Mombasa-Nairobi Pipeline project, lekamparish (2017) investigates the effect that training and development on monitoring and evaluation has on the success of a construction endeavour. According to the results, improving monitoring and assessment skills through training has a beneficial effect on project success. The research did not pay much attention to CARE International's humanitarian efforts in Nairobi County, Kenya, but rather to a pipeline project. Therefore, the purpose of this research is to address these knowledge gaps by analysing how Care International Kenya's monitoring and evaluation procedures affect the success of its projects.

1.3.Objectives of the Study

The study was guided by the general and specific objectives as presented below.

1.3.1. General Objective

The general objective of this study was to assess the influence of monitoring and evaluation practices and performance of CARE international projects in Nairobi County, Kenya.

1.3.2. Specific Objective

This study was guided by four specific objectives;

- i. To determine the influence of M&E planning on the performance of projects implemented by CARE International in Nairobi County, Kenya
- ii. To investigate the effect of M& E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya.
- iii. To establish the impact of M& E training on performance of projects implemented by CARE International in Nairobi County, Kenya.
- iv. To investigate effect of M& E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya.

1.4. Research Questions

The study used the following research questions in determining the effect of M&E practices on the performance of projects implemented by CARE International in Nairobi County, Kenya.

- i. How do M&E plans affect the performance of projects implemented by CARE International in Nairobi County, Kenya?
- ii. To what extent does M&E financial support affect the performance of projects implemented by CARE International in Nairobi County, Kenya?
- iii. To what extent does M&E training affect the performance of projects implemented by CARE International in Nairobi County, Kenya?
- iv. How does M&E stakeholder engagement affect the performance of projects implemented by CARE International in Nairobi County, Kenya?

1.5. Significance of the Study

Accountability and Transparency: M&E practices ensure that CARE International remains accountable to its donors, partners, and beneficiaries. By monitoring and evaluating project activities, outcomes, and impacts, CARE can demonstrate how resources are being used and whether the intended goals and objectives are being achieved. This enhances transparency and builds trust with stakeholders.

Evidence-Based Decision Making: M&E provides valuable data and evidence to inform decision making at various stages of the project cycle. Through systematic monitoring, CARE can track progress, identify challenges, and make informed adjustments to project strategies, activities, and

resource allocation. Evaluation helps assess the effectiveness, efficiency, and sustainability of interventions, enabling informed decisions for scaling up successful approaches and discontinuing ineffective ones.

Learning and Knowledge Sharing: M&E practices facilitate learning and knowledge sharing within CARE International and with external stakeholders. By documenting and analyzing project results, lessons learned, and best practices, CARE can identify what works and why, as well as areas for improvement. This knowledge can be shared with other organizations, policymakers, and communities to enhance the impact and sustainability of development interventions beyond the project duration.

Quality Assurance and Continuous Improvement: Monitoring allows for ongoing tracking of project performance against planned targets and indicators, ensuring that interventions are implemented with high quality. By evaluating the outcomes and impacts, CARE can identify bottlenecks, risks, and gaps in service delivery, enabling corrective actions to be taken. M&E practices promote continuous learning and improvement in project implementation, leading to better results over time.

Stakeholder Engagement and Participation: M&E practices provide opportunities for engaging stakeholders, including project beneficiaries, local communities, government agencies, and civil society organizations. Through participatory monitoring and evaluation, stakeholders can actively contribute their perspectives, experiences, and feedback, which strengthens ownership, relevance, and sustainability of the projects. This engagement fosters partnerships and collaboration, enhancing the overall impact of CARE International's work in Nairobi County.

1.6.Scope of the Study

This study focused on M&E practices and performance of projects implemented by CARE international Kenya with an emphasis on plans, financial support, training and stakeholder engagement. To effectively establish how M&E practices affects the performance of projects implemented by CARE international in Nairobi, Kenya.

1.7. Limitation of the Study

Because of the company's code of behavior, some respondents were hesitant in providing useful information for fear of retaliation. In order to alleviate any concerns that respondents had about becoming victims of the study, the researcher guaranteed their anonymity. The researcher understood that respondents may be preoccupied while completing the surveys. The researcher got in touch with the participants before distributing the surveys and utilized the drop and pick later strategy to guarantee that the responses are well-considered.

1.8. Organization of the Study

There are five chapters to this research. The first chapter is the meat of the study; it contains the study's rationale, its issue statement, its research questions, their answers, their importance, and their limitations. The theoretical and empirical literature review, as well as the research gaps and conceptual framework, are presented and discussed in Chapter 2. The approach used to evaluate the impact of monitoring and evaluation procedures on project outcomes at CARE International's Nairobi, Kenya, headquarters is outlined in Chapter 3. Chapter 4 analyses and interprets the study while Chapter 5 covers suggestions and recommendation for further study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The study's literature review is presented in this chapter. It takes into consideration prior research and what has been discovered in the field of study. The focus of this chapter is on monitoring and evaluation practices and performance of CARE international projects in Nairobi County, Kenya. The research focuses on monitoring and evaluation planning, monitoring and evaluation financial support, monitoring and evaluation training and stakeholder engagement, as well as performance of project. The theoretical foundation, conceptual framework and research gaps are also presented in this chapter.

2.2. Theoretical Reviews

The study was guided by three theories namely; Theory of Change, Realistic Evaluation Theory and finally The Program Theory.

2.2.1. Theory of Change

The proponent of theory of change was Weiss in the year 1995 and was the main theory of the study. The theory of change provides an alternate, more flexible planning strategy and logic. This theory specifies the steps to be done in order to get a target outcome. Stakeholders' assumptions about the change process are included in the theory. This hypothesis suggests that in the near future, the team's assumptions and generalizations about the state of affairs in the world may out

to be incorrect. Current context analysis, self-evaluation of process facilitation skills, critical and explicit review of the study's assumptions about community participation in monitoring and evaluation, and a process that aids in conscious and critical monitoring of both individual and collective thought patterns are all part of this evaluation (Rogers, 2010).

The theory of change does not predict change but it describes how that change can occur and this can only may be made possible by community involvement in monitoring and evaluation, and the intervention strategies employed can influence it. According to Taplin, Clark, Collins and Colby (2013) being a deliberate mental exercise in seeing the future, this notion allows project participants to channel their efforts where they will have the most impact. Hence, this theory is a basic unit for future monitoring and evaluation activities as well communication concerning these activities with funders and partners.

One common complaint levelled against theories of change is that they are too simplistic, seeing inputs and outputs as causally connected. Organizations often use the phrase "theories of change" to give the impression that change is based on them and their program, rather than on a web of interconnected contexts in which their program plays a role. We agree with Valters's (2015) argument that there's no need to choose between a "control-oriented" approach like a log frame and a "process-oriented" one like a theory of change when designing a project. If we want to construct a theory of change or theories of change that have any credibility, we need to make a concerted and evidence-based effort to decode the complex web of causality connecting inputs, processes, and results (Valters, 2015).

The theory of change is relevant to this investigation because it provides theoretical backing for the plan's focus on monitoring and evaluation. According to the idea, change is possible, but only if members of the community actively take part in its monitoring and assessment, as well as in determining the efficacy of any intervention measures used. By keeping tabs on and assessing how well a project is doing, stakeholders may adjust course as needed to improve results.

2.2.2. Realistic Evaluation Theory

The proponent of the theory was Pawson and Tilley in the year 1997 and has since been adapted in many different ways. It seeks to understand what happens to a project after an intervention is made, what factors contribute to those results, and how those factors are related to the context in which the intervention occurs (Pawson & Tilley, 2004). The questions, "What works for whom?" are crucial to any genuine assessment. Just what is going on, exactly? In what ways and to what extent? An evaluator may use this model to determine which treatments are useful and which are not, as well as whether aspects of successful interventions might be used elsewhere (Cohen, Manion, & Morison, 2008). Aiming to learn what makes interventions work in the real world so that we may improve our own practice, realistic assessment seeks to identify the circumstances under which interventions are most likely to be successful (Fukuda-Parr, Lopes, & Malik, 2002).

Theory-based evaluations like the realist kind exist. The realism project is based on an original understanding of how interventions bring about transformation. One must learn about and investigate a program's machinery of change in order to provide an accurate assessment of it. The results of a realist examination demonstrate that programs are, in fact, embedded and active theories that make up a component of a larger, more complex open system. Therefore, programs

are living proof of a theory. Begin with the thoughts of policymakers, go on to the hands of implementers, and then, in certain cases, reach the hearts and minds of the people who will benefit from the programs. We may use these hypotheses to learn more about the origins of improper behavior, discriminatory incidents, and societal disparities, and then go on to consider potential solutions.

The premise of a realist assessment is that the success of a project or program depends on a variety of factors, including the actions of those involved. Therefore, it is crucial for development professionals and policymakers to comprehend the factors that influence the success of projects and programs in various settings. This will allow them to better choose which initiatives and programs to implement and how to modify them for specific needs (Stern 2015).

Some stakeholders' want "easy solutions," but realist evaluation is often criticized for producing too complicated results. However, a realist assessment may be used to deliver various types of data to various audiences. It's possible that politicians and donors interested in supporting programs should be aware that various initiatives have varying degrees of success with certain demographics and that a combination of approaches will likely be necessary (2013).

The idea may be used to clarify how funding for monitoring and evaluation affects the results of actual initiatives. It is the goal of this theory to determine what happens to a project when an intervention is made, what variables contribute to those outcomes, and how those factors connect to the environment in which the intervention takes place. According to the study the theory states that involvement of stakeholders through financial support leads to achievement of results in terms

of project success. Projects are implemented through a particular cost and hence when the finances are readily available there is a high chance of project success.

2.2.3. The Program Theory

Weiss first proposed program theory in 1972. In 1972, Weiss was the one who first proposed the idea of program theory. An intervention (such as a project, program, policy, or strategy) is thought to contribute to a chain of outcomes that generate the anticipated or real consequences, and this is what program theory attempts to explain. Both good (helpful) and negative (detrimental) effects are possible (which are detrimental). Both favorable (helpful) effects and unintended (bad) ones are possible (which are detrimental). Impacts may be measured with contextual information and information about related initiatives and programs. The approach aids evaluation techniques by emphasizing key elements of a program and illuminating their interdependencies (Lipsey, 1990).

According to Lipsey (1993), it is an idea about how inputs might change the outcome of a situation for the better. It is also the method through which the assumed causality between program elements and their resulting effects is established. Rossi (2004) noted that program theory involves an organizational strategy for developing and maintaining a system via the allocation of resources and the coordination of the program's operations, which might be a project. The terminology surrounding program theory is inconsistently used by different writers, which is a common critique of the field. Others point out that although the names are often used interchangeably, they are unique in a number of ways. The use of a program theory may help persuade program funders to zero down on a few key results rather than spreading their efforts too thin (Prosovac & Carey, 1997; Rogers ;).

This idea is relevant to the present investigation because it helps to clarify why M&E training and M&E stakeholder involvement have such a positive impact on project outcomes. This involves the capacity to recognize the results of expected and unintended training program and to assign project outcomes to individual projects or activities through stakeholder engagement. That the evaluator can comprehend the program's efficacy and its underlying mechanisms is a key benefit of theory-based assessment (Weiss, 2003).

2.3 Empirical Review

2.3.1 Monitoring and Evaluation Planning and Project Performance

Maternal health programs run by NGOs in Kenya were the focus of Micah's (2017) research on the impact of monitoring and evaluation techniques on project success. In this study, we employed a descriptive survey format and analyzed the data using descriptive statistics. The research concluded that better maternal health project outcomes might be achieved by more familiarity with M&E work plans. In order to improve the efficiency of maternal health initiatives, the research suggested adding more qualified personnel to monitoring and assessment strategies. There was a knowledge vacuum since the research only looked at the big picture of how monitoring and evaluation methods affect project outcomes, rather than the specifics. Previously, it was unclear what effect CARE International's M&E plans had on the success of their operations in Nairobi County, Kenya.

Mue (2016) used a case study of Investment and Mortgages Bank on Kenyatta Avenue in Nairobi, Kenya to look at how different techniques of monitoring and evaluation affected the efficiency of online banking. The research team wanted to see how much of an effect monitoring and assessment

strategies had on bank efficiency. With a descriptive survey strategy in mind, we used descriptive statistics to examine the results. According to the results, prior monitoring and evaluation planning is very necessary for the success of any endeavor using information and communication technologies. According to the findings, commercial banks should institute regulations that would require thorough monitoring and assessment planning prior to launching any new information and communication technology (ICT). The study's primary emphasis was the financial industry, which has its own unique set of assumptions and preconceptions about nongovernmental organizations (NGOs). Previously, it was unclear what effect CARE International's M&E plans had on the success of their operations in Nairobi County, Kenya.

The objective of Mutua's (2018) study, which was to determine the extent to which monitoring and evaluation procedures contributed to the success or failure of government-sponsored projects in Kenya, was to conduct an investigation into the impact that CDF financing had on the accomplishment or failure of such endeavours in Machakos County. Methods of descriptive research and descriptive statistics were used in this study to do the analysis of the data collected. The results showed that a well-thought-out strategic strategy significantly impacted the success of CDF-funded initiatives. The recommendation of the study was that a strategic plan should be adopted by the CDF committee to ensure all the processes involved in the project are harmonized to ensure successful completion of the project thereby enhancing the performance. The study focussed on CDF funded projects and not humanitarian projects. By analyzing the impact of CARE International's M&E plans on the success of their projects in Nairobi County, Kenya, this research helps to close this knowledge gap.

James and Miller (2015) looked at the instance of developing nations to determine how to best implement a monitoring and evaluation strategy for the use of ICT in classrooms. The report highlighted the necessity to monitor and assess the strategy because of the rising visibility and significance of ICTs in the education sector across many developing nations. The research method employed was a case study, and the statistics used were descriptive. The results of the study revealed that monitoring and evaluating the ICT Plan led to effective incorporation of the ICT in the education and this led to the success of the education sector by raising the quality of education, safe and timely examination procedures and overall success in the education sector. The study recommended the countries that have not incorporated an ICT system in their education sector to adopt it as this led to a quality education. The study focussed on education projects and not humanitarian projects. In order to address this void, the present research analyzed the effect of CARE International's M&E plans on the success of their projects in Nairobi County, Kenya.

2.3.2. Monitoring and Evaluation financial support and Project Performance

According to Nabulu (2015), who studied what factors affect the efficiency with which government projects are monitored and evaluated in Kenya, researchers in the Narok East Sub-County wanted to know how much of an impact budgetary considerations had on the effectiveness with which they were kept tabs on CDF investments. Descriptive statistics were utilized in the analysis of this survey research. The study revealed that monitoring and evaluating the costs of CDF projects influenced the performance of those projects in that there was prudent use of finances within the budget. The study recommended that for any project to be a success, M&E to ensure cost management is very important yet most projects by the government have not adopted it hence they need to adopt it. The study focused on CDF projects and not humanitarian projects. The study

filled the gap by investigating the effect of M& E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya.

Gwadoya (2016) evaluated the variables affecting the efficient implementation of monitoring and evaluation processes in donor-funded projects in Turkana County, Kenya. Insufficient review and monitoring contributed to the failure of many programs that were initially sponsored or begun by most donors, according to the report. An exploratory research strategy and descriptive statistics were used in this study. According to the results, sufficient resources are crucial for the success or failure of a project that receives financial backing from a donor. A project's success depends on its completion, which in turn requires sufficient resources. The research suggested eliminating tight donor regulations and providing sufficient funds for M&E practices. In this case, it wasn't Nairobi County but Turkana County that saw the research action. The study filled the gap by investigating the effect of M& E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya.

The goal of Ong'are's (2017) research in the Dagoretti North Sub-County Constituency Development Fund (CDF) was to ascertain the impact that monitoring and evaluation costs have on the success of CDF projects funded by the government. This study utilized a descriptive statistical approach and an exploratory research strategy. The research indicated that the efficacy of M&E of government projects in Kenya increased as more money was devoted to the process of monitoring and evaluating the projects. The analysis concluded that all other government projects would benefit from adopting strategic costs on M&E. Projects supported by the CDF were used for the research, rather than those sponsored by international nongovernmental organizations. The study filled the gap by investigating the effect of M& E

financial support on performance of projects implemented by CARE International in Nairobi County, Kenya.

Mohamed (2018) conducted research on the role of the monitoring and evaluation function in the successful completion of Malaysian projects. Even though M&E increases the likelihood of a project's success, the research found that certain initiatives fell short in Malaysia despite the practice's widespread use. An empirical case study methodology was used for this investigation. The research showed that initiatives fared better when monitoring and evaluation was implemented than when no resources were set aside for such an activity. In order to guarantee the initiatives' success, the report advised that local governments boost spending on monitoring and assessment. Instead of Kenya, the research was conducted in Malaysia. The study filled the gap by investigating the effect of M& E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya.

2.3.3 Monitoring and Evaluation Training and Project Performance

We utilized a descriptive research strategy and descriptive statistics to analyze the data. The research concluded that improving monitoring and assessment skills via training and development contributed to successful project outcomes. According to the findings, businesses should provide field workers engaged in monitoring and evaluation with the education they need to succeed in their jobs. The study focused on impact of project monitoring and evaluation using the case of the Mombasa to Nairobi pipeline construction project. The study focus was general and was not specific on the aspect on monitoring and evaluation training thus creating a knowledge gap. The

current study filled the gap by establishing the impact that M&E training had on the overall success of CARE International's initiatives that were being carried out in Nairobi County, Kenya.

Using the Agakhan Foundation as a case study, Kamau (2017) investigated the impact of monitoring and evaluation training on the efficiency of the organization's monitoring and evaluation processes in Nairobi, Kenya. A descriptive survey method was used, and descriptive statistics were used to analyze the data. The research found that when workers were given M&E training, they performed better in the monitoring and evaluation systems, which in turn improved the overall success of the project. It was suggested in the research that in order to guarantee the success of the projects their companies undertake, stakeholders should create a monitoring and evaluation strategy and provide suitable training for the relevant employees. Agah Khan Foundation, not CARE International, was the subject of the research. The current study filled the gap by establishing the effect of M& E training on performance of projects implemented by CARE International in Nairobi County, Kenya.

Phiri (2015) used a case study of African Virtual University in Kenya to investigate the impact of monitoring and assessment on project success. The major purpose of the research was to evaluate the impact of M&E training on project success, since training is recognized as one of the monitoring and evaluation tasks. We employed descriptive statistics for our analysis of a mixed-methods study. Results showed that M&E training contributed to the success of the monitoring and evaluation system. The research concluded that if M&E is to have any impact on project success, it must be fully and consistently executed. Not CARE International but a university hosted the research. The current study filled the gap by establishing the effect of M& E

training on performance of projects implemented by CARE International in Nairobi County, Kenya.

The role of stakeholders in the appraisal of projects in developing countries was investigated by Sherman and Ford (2014). The research confirmed the significance of a well-trained monitoring and evaluation team in ensuring the successful completion of a project, and highlighted the need of a standardized approach to training monitoring and evaluation team members. The research strategy used in this study was a case study. The study revealed that countries that employed increased staff training towards monitoring and evaluation, experienced economic development due to prudent use of resources and value for money to those projects. The study recommendation was that, developing countries to adopt M&E and ensure effective training of personnel in order to realize economic development. The focus of the study was on stakeholder appraisal and performance rather than monitoring and evaluation training thus creating a knowledge gap. The current study filled the gap by establishing the effect of M& E training on performance of projects implemented by CARE International in Nairobi County, Kenya.

2.3.4. Stakeholder Engagement and Project Performance

The goal of the research by Gatimu, Gakuu, and Nderitu (2021) was to determine whether or not there was a connection between monitoring and evaluation techniques and the success of Kenya's county maternal health programs. Planning for M&E, stakeholder involvement, capacity development for M&E, and using M&E data were all part of the integrated approach to monitoring and evaluation. A descriptive survey method was used for this investigation. Using a method of stratified random sampling, we were able to collect data from

282 participants. Based on the results, the authors suggest that county maternal health programs fare better when M&E monitoring and evaluation techniques are planned and implemented together. According to the findings, the project's success depends on management creating an efficient approach and increasing the profile of M&E efforts. Human resource considerations raised by the research include the need for technical competence among those in charge of monitoring and evaluation, as well as the need of outlining the roles and responsibilities of this group before any work is begun on a project. The focus of the research was on maternal health initiatives, not on relief efforts. The study filled the gap by investigating the effect of M&E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya.

Njogu (2016) investigated the effect of stakeholder participation on the success of the Auto Control Project. In all, 181 managers, project managers, operation managers, supervisors and quality control officers participated in the research. A total of 125 participants were selected by stratified sampling. This research drew from a variety of sources, including original interviews and previously published literature. Stakeholder engagement in project discovery, planning, execution, and monitoring should be improved, according to the study's conclusions, since doing so decreases carbon emission rates, cuts operational costs, improves efficiency, and boosts customer satisfaction. The project's main emphasis was on automobiles, not on helping others. The study filled the gap by investigating the effect of M&E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya.

2.3.5 Monitoring and Evaluation practices and Performance of Projects

In order to learn how much of an impact monitoring and evaluation techniques have on the success of UNEP GEF Kenyan chapter projects, Kihuha (2018) conducted research on the topic. The sample included 15 project managers, 32 support employees, and 5 monitoring and evaluation specialists. Standardized procedures were the main means of information gathering. The research showed that M&E is most effective when the organization develops strategic plans to define its internal M&E process, builds its M&E capabilities, and establishes a framework for stakeholder and management engagement. Since CARE International's programs in Nairobi were not the primary focus of the research, an important backdrop was missed.

Wambua (2021) wanted to look at how MEPs affected the success of county-funded education initiatives in Makueni County. Thirty-one Makueni County school programs that received county funding were analyzed. Primary data was gathered via a semi-structured questionnaire. The study's results suggested that M&E officers get ongoing training in the techniques they use to keep tabs on and assess projects. As a result of the research conducted, it was determined that including project stakeholders in M&E operations would improve ownership and responsibility. Makueni County, not Nairobi County, was the area of interest for the research.

2.3.6. Performance of Project

A project is any effort made to create something new and useful for the benefit of society (Anandajayasekeram and Gebremedhin, 2019). Projects have a limited lifespan, which is in stark contrast to processes, which may continue indefinitely or not. The methodical carrying out of acts with the intention of producing consistent and reliable results. Delivering a usable product or

service to the client is the ultimate goal of every project. Success in project management hinges on keeping the project within its allotted parameters of scope, time, money, and quality. The maintenance of rapport with clients and the protection of project teams from exhaustion (Houston, 2018). The success of a project is measured by how well it is completed and how well it meets its objectives in terms of revenue growth or cost savings.

Global Environment Facility Projects in Kenya: A Case of the United Nations Environment Programme was a research conducted by Kihuha (2018). The research confirmed the flexibility of the planning procedure and technical knowledge in allocating money for M & E, creating transparent M & E plans/tools, routinely collecting and analyzing M & E data, educating M & E employees, and recruiting talented M & E employees.

According to Cheung et al. (2014), there are a wide variety of performance measures that may be used to quantify and evaluate a project's success. These metrics can be tied to factors such as completion time, client satisfaction, company efficiency, budget, health and safety, and product quality. At the outset of a project, the metrics that will be used to evaluate its success are established so that everyone involved can go in the same direction. Disagreements on approach, priority, and overall goals will ensure the project fails. Shenhar (2017) defines performance on four distinct aspects. Time efficiency, cost effectiveness, and quality of output are all examples of what we mean by "efficiency" in the first dimension. The organization should use moderation in its use of efficiency metrics to gauge project accomplishment, since such indicators are not always indicative of the project's overall success. The client's experience is another key aspect. Finally, the performance's contribution to future organizational development and structure.

2.4. Research Gaps

Table 2.1. Research Gaps

Variable	Author/year	Title of the study	Methodology	Findings	Knowledge gap	Focus of the study
M& E Plans	Micah's (2017)	impact of monitoring and evaluation techniques on project success	The study utilized descriptive survey format and analysed the data using descriptive statistics	The study found that that better maternal health project outcomes might be achieved by more familiarity with M&E work plans	The focus of the study was on the general impact of monitoring and evaluation techniques on project success ignoring the specific aspects of monitoring and evaluation creating a knowledge gap	Determine the influence of M& E plan on the performance of projects implemented by CARE International in Nairobi County, Kenya.
	Mue (2016)	effect of monitoring and evaluation techniques on the efficiency of online banking	The study utilized descriptive survey format and analysed the data using descriptive statistics	monitoring and evaluation planning is an essential part of any ICT program and should be taken into account before the project even begins	The focus of the study was on the banking sector which has different concepts with regard to NGOs creating a knowledge gap	Determine the influence of M& E plan on the performance of projects implemented by CARE International in Nairobi County, Kenya.
M&E financial support	Nabulu (2015)	factors affecting the efficiency with which government projects are monitored and evaluated in Kenya	Descriptive statistics were utilized in the analysis of this survey research	The study revealed that monitoring and evaluating the costs of CDF projects influenced the performance of those projects in that there was prudent use of finances within the budget	The study focused on CDF projects and not humanitarian projects. The	investigate the effect of M& E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya
	Gwadoya (2016)	evaluated the variables affecting the efficient implementation of monitoring and evaluation processes in donor-funded projects in Turkana County	An exploratory research strategy and descriptive statistics were used in this study	sufficient resources are crucial for the success or failure of a project that receives financial backing from a donor	In this case, it wasn't Nairobi County but Turkana County that saw the research action	investigate the effect of M& E financial support on performance of projects implemented by CARE International in Nairobi County, Kenya

M & E Training	Lekamparish's (2017)	impact of project monitoring and evaluation using the case of the Mombasa to Nairobi pipeline construction project	The study utilized descriptive research strategy and descriptive statistics to analyse the data	improving monitoring and assessment skills via training and development contributed to successful project outcomes	The study focus was general and was not specific on the aspect on monitoring and evaluation training thus creating a knowledge gap	establishing the effect of M& E training on performance of projects implemented by CARE International in Nairobi County, Kenya
	Kamau (2017)	impact of monitoring and evaluation training on the efficiency of the organization's monitoring and evaluation processes in Nairobi, Kenya	A descriptive survey method was used, and descriptive statistics were used to analyse the data	The research found that when workers were given M&E training, they performed better in the monitoring and evaluation systems, which in turn improved the overall success of the project	Agah Khan Foundation, not CARE International, was the subject of the research	establishing the effect of M& E training on performance of projects implemented by CARE International in Nairobi County, Kenya
Stakeholder engagement	Gatimu, Gakuu, and Nderitu (2021)	determine whether or not there was a connection between monitoring and evaluation techniques and the success of Kenya's county maternal health programs	A descriptive survey method was used for this investigation. Using a method of stratified random sampling, we were able to collect data from 282 participants	the project's success depends on management creating an efficient approach and increasing the profile of M&E efforts	The focus of the research was on maternal health initiatives, not on relief efforts	investigating the effect of M& E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya
	Njogu (2016)	effect of stakeholder participation on the success of the Auto Control Project	In all, 181 managers, project managers, operation managers, supervisors and quality control officers participated in the research. A total of 125 participants were selected by stratified sampling.	Stakeholder engagement in project discovery, planning, execution, and monitoring should be improved, since doing so decreases carbon emission rates, cuts operational costs, improves efficiency, and boosts customer satisfaction.	The project's main emphasis was on automobiles, not on helping others	investigating the effect of M& E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya

2.5. Conceptual Framework

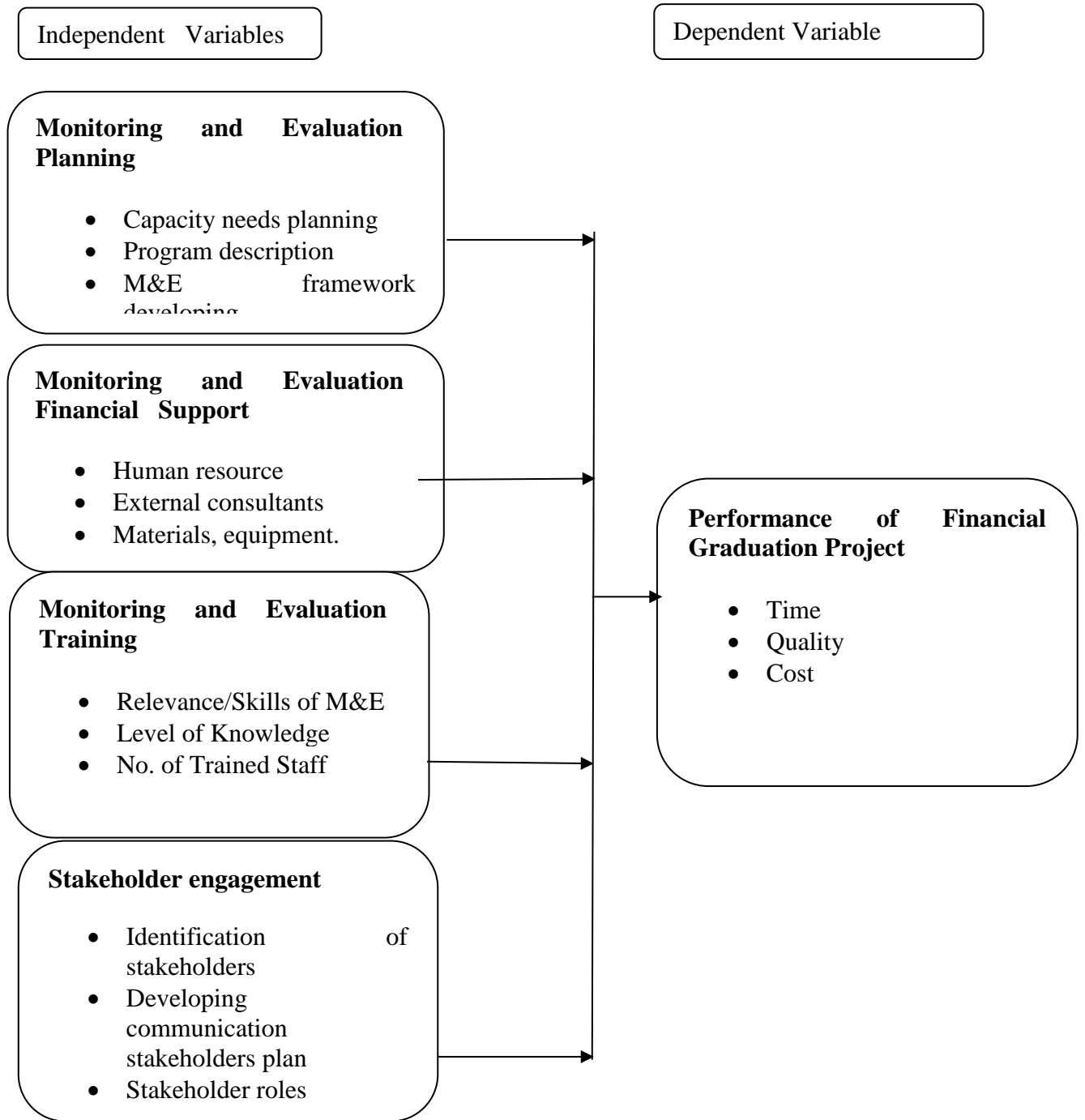


Figure 2.1. Conceptual Framework

Source: (2017) Modified from Kamau and Mohamed. Efficacy of Monitoring and Evaluation

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Methods that were used in this investigation are discussed in this chapter. Data collecting tools, the data collection method, the data analysis strategy, reliability and validity testing, and ethical issues are all addressed in this chapter.

3.2. Research Designs

A research methodology is an approach to a study that lays out the steps to be taken while doing research on a certain subject, including how the data was collected, analyzed, and reported (Lewis,2015). The study used a descriptive research approach. A descriptive research design is a framework for doing research that provides explicit instructions for acquiring the relevant material, as stated by Creswell and Creswell (2017). This design may be thought of as a blueprint. According to Mugenda & Mugenda's (2013), definition, by defining the population, the data, and the qualities of the study, descriptive research designs may answer the who, what, and how questions that are addressed by the study.

3.3.Target Population

According to the definition provided by Barasa, Ikamari, Kiplang'at, and Oladipo (2015), a population is defined as a collection of individuals having consistent, measurable features. The study consisted of 5 CARE International projects implemented in Nairobi County which include Gender Equality projects, Crisis Response projects, Climate Justice Projects, Health projects, and Economic Justice projects. It targeted 155 staffs of CARE International Kenya. Ten top-level

managers, twenty mid-level managers, thirty middle managers, sixty lower-level managers, twenty-five top-level finance officers, and ten project managers made up of the core audience.

Table 3.2.Target Population

Project	Respondents
Gender Equality projects	35
Crisis Response projects	28
Climate Justice Projects	45
Health projects	27
Economic Justice projects	20
Total	155

Researcher (2023)

3.4. Sample Size and Sampling Procedures

The method of selecting a representative sample from a larger population in order to draw conclusions about the total population is known as sampling (Ogula, 2005). Sampling, as defined by Barasa et al. (2015), is the method used to choose respondents who accurately reflect the population at large. Since there are less than 200 projects, a census was employed for this research. When the sample size is fewer than 200, a census is more reliable than a random sampling (Mugenda and Mugenda, 2013). The resulting sample size for this investigation is 155.

3.5.Data collection Instruments

Primary data was gathered using a questionnaire. Likert scale questions were used throughout the survey. There was an average of four questions (on each indicator) measured on a

Likert scale. The questionnaire was ideal for the research since it provided a quick, easy, and affordable way to collect a significant quantity of data from a large sample size. The respondents' behavior, preferences, intentions, attitudes, and views might be accurately measured by the questionnaire. According to Cresw, Kausha and Singh (2017), questionnaires are a data collection instrument used to answer research questions. As a means of streamlining qualitative analysis and reducing bias, the questionnaire was formatted using a 5-point opinion scale (Likert scale Format), with 1 representing Strongly disagree and 5 representing Strongly agree (Mugenda & Mugenda, 2013). Drop and pick was used to distribute the surveys. Because of the anonymity it gave, the structured questionnaire elicited thoughtful responses.

3.6.Data Collection Procedures

Before doing any fieldwork, the researcher submitted an application for a research permission to the National Commission for Science, Technology and Innovation (NACOSTI). The researcher also applied and sought permission from Kenyatta University before contacting the participants in the study and eventually shared a cover letter explaining the purpose of the study. During data collection, the respondents were guided on how to fill the questionnaires and the researcher assisted those in need of support with filling in the questionnaires with exact information provided by the respondents. Respondents were given at least a week to reply, more if they requested it. In order to maintain tabs on which surveys still need to be completed and which ones have already been finished, a tracking record was created.

3.7. Piloting of Research Instruments

A pilot study was done at Kenya Private Sector Alliance projects department in Nairobi County to determine the feasibility of the project. This was required to verify that no time or money is wasted due to an inconsistency in the data collection tool. The questionnaire was given to those who had similar features to the people who were participating in the study. The questionnaire was easy to understand, and all questions were answered without any ambiguity. A small sample of 10% (16 respondents) of the sample population was chosen from the population. The selected group wasn't part of the study's original sample. The goal was to improve the instruments' validity and reliability by making any required adjustments to them in advance of the study.

3.7.1. Validity of the Instruments

The term "validity" is used to describe how well a certain item measures its intended construct. According to Hair and Lukas (2014), a questionnaire's validity may be judged by how well it assesses the concepts it sets out to. The questionnaire was piloted in order to identify areas of bias and evaluate the clarity of questions. The final questionnaire's capacity to elicit information that addresses the study question will be tested through the pilot questionnaire. Both content validity and construct validity were assessed. Managers and supervisors were given questionnaires to fill out in order to verify the reliability of the structured surveys. After the evaluation was complete, the questionnaires were edited to eliminate any questions that were determined to be invalid.

The study was a survey that utilized questionnaires as the instrument for data collection. The proposal was piloted prior to fieldwork to demonstrate the validity of the instruments using 9 items. The average inter-item covariance was .0713498 and a scale reliability of .07982. On validity the

supervisor assessed the content of the document and ascertained that it was appropriate for the study and thus could yield appropriate results which could give a conclusion which is valid.

3.7.2. Reliability of the Instruments

Reliability is defined as the degree to which repeated testing yields the same or very similar results. The reliability of the survey instrument was determined by an examination of the pilot test results using Cronbach's alpha. Cronbach's alpha is a measure of the reliability of a group of tests to show how well they fit the study, as stated by Yin (2017). If the value of the reliability coefficient for the questionnaire used in the study is more than 0.7, it may be safely assumed that the questionnaire is a high-quality research instrument (Neuman, 2013). To determine the internal consistency of items generating that collected data on study variables Cronbach's alpha was used to measure internal consistency.

3.8 Data Analysis

Mugenda and Mugenda (2003) state that data collection is meaningless unless it is edited, cleansed, and analyzed to determine its correctness, completeness, consistency, and usefulness. Data analysis refers to the processes involved in collecting, cleaning, and arranging information for the purpose of drawing conclusions and answering research questions (Barasa, et al., 2015). In this study, SPSS version 23 was used for statistical analysis. Qualitative methods, such as descriptive and inferential statistics, were used to analyze the data. The study used a number of descriptive statistical methods to characterize the distribution of data, including means, frequencies, standard deviations, and percentages. The results of the investigation were presented via statistical analysis and graphical depictions of the data. Regression analysis was used as

an example of inferential statistics to determine whether or not M&E procedures had an effect on project results. The corresponding regression equation is shown below.

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

Where: - Y = Performance of Projects in CARE International in Nairobi County, Kenya

X₁ = Plans

X₂ = Financial Support

X₃ = Training

X₄ = Stakeholder engagement

β₀ = Intercept,

β₁ = Beta coefficient and

ε = error term.

3.9 Operationalization of Variables

The four research variables and their respective operationalizations are presented and discussed in table 3.4.

Table 3.3. Operationalisation of Variables

Variable	Nature	Operationalisation	Measurement
Performance	Dependent Variable	Time, quality, cost and objectives	Aggregated index of management judgement 1-5 scale
M & E Practices	Independent Variable	Planning, financial support, training and stakeholder engagement	Aggregated index of management judgement 1-5 scale
Planning	Independent Variable	M & E plan, M&E framework, M & E reporting, M& E surveys and assessments	Aggregated index of management judgement 1-5 scale

Financial Support	Independent Variable	M & E Budget, Resource Mobilisation plan, Funding / Capital sources	Aggregated index of management judgement 1-5 scale
Training	Independent Variable	Relevance, Level of training and Frequency of Trainings	Aggregated index of management judgement 1-5 scale
Stakeholder engagement	Independent Variable	Ownership of project, stakeholder mapping and Analysis, Stakeholder involvement	Aggregated index of management judgement 1-5 scale

3.10 Ethical Consideration

Permission to conduct the research was sought from the appropriate authorities, including the National Council for Science, Technology, and Innovation (NACOSTI). The researcher promised the responders that the information would be kept private and utilized solely for academic purposes, with no names being revealed. Furthermore, participation in the study was entirely voluntary, and no respondent was forced to take part. The interview with the respondents begun with an introduction from the researcher to the respondents. The researcher kept her promise and solely gathered accurate information.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

Using information gathered through surveys given to members of the project teams working on CARE International initiatives, this chapter includes the study's analysis, conclusions, and comments. Literature from other related research is also included in this chapter to further bolster and broaden the facts and conclusions. The results are broken down by variable and provided with contextual details.

4.2.1. Response Rate

The study targeted a total sample of 155 respondents among the 5 projects implemented by CARE international. However, as indicated in table 4.1, a 90 percent return rate was reached, which was deemed enough for the research. Given that Kothari and Gang (2014) said a 50 percent response rate is sufficient, the 90 percent response rate was sufficient for analysis and reporting.

Table 4.4. Response rate

Respondents	Frequency	Percentage
Response	140	90%
Non-response	15	10%
Total	155	100%

Source: Research data (2022)

4.2 Respondents demographic background

The study demographics in regards to rate of response, age, education, longevity of service and designation and their importance to the study is as presented below.

4.2.1. Age of the respondents

Different age groups of respondents were analyzed to see how their perspectives varied. Table 4.2 displays the demographic information we obtained, showing that 38 percent of participants were aged 50 or older, with 29 percent in the 41-50 age range. In comparison, just 9 percent of the population was comprised of people aged 20-30 years old. Having a larger proportion of senior staff members meant that the younger and middle-aged members of the team could actively learn from the veterans.

Table 4.5. Age of the respondents

Respondents	Frequency	Percent
20-30 years	12	9%
31-40 years	34	24%
41-50 years	41	29%
Above 50 years	53	38%
Total	140	100%

Source: Research data (2022)

4.2.2. Education level of the Respondents

Educated people responded to the survey in large numbers. See examples in table 4.3. There was a significant proportion of college grads among the respondents (42 percent), followed by a smaller proportion of post-graduates (33 percent), and finally a large percentage of high school grads (25

percent). The respondents' capacity to understand the survey questions and provide objective feedback is based on their degree of education, as stated by Murphy and Myers (2004). Additionally, the education level helped the researcher to have an easy time with respondents on matters pertaining the answering of questions.

Table 4.6. Education level

Respondents	Frequency	Percent
College diploma	35	25%
University Graduate	59	42%
Postgraduate	46	33%
Total	140	100.0

Source: Research data (2022)

4.2.3. Length of Time the Respondents have worked in the Organization

The purpose of asking participants how long they'd been with their company was to gauge how much weight to give to their answers based on their actual experience working there. The findings depicted in table 4.4 revealed that, majority (52 percent) of the respondents indicated that they had been in the implementation of the projects for a period above 10 years (26 percent) followed by those who indicated that they had been in the implementation of the projects for a period of 1- 5 years, (11 percent) indicating that they had 1-4 years and with only few (10 percent) indicating that they had been in implementation of the projects for a period less than 1 year. Its worthy noting that, 76 percent of the responses had project experience of more than 5 years therefore affirming their technical capacity on project implementation (Gatimu, Gakuu & Ndiritu. 2021).

Table 4.7. Years worked in the CARE projects

Respondents	Frequency	Percent
Less than 1 year	14	10%
1-5 years	16	11%
5-10 years	73	52%
Above 10 years	37	26%
Total	140	100%

Source: Research data (2022)

4.2.4. Respondents designation

The study as presented in table 4.5 shows the spread of responses across the project implementation team. Majority of the study responses were drawn from project officers (39 percent) who are at the epi centre of project implementation process followed by M&E officers (21 percent). The wide distribution of study responses confirms the dependability of the responses since they are drawn from variant units of the implementation team who contribute on various aspect of the project implementation (Wambua, 2019)

Table 4.8. Position held by Respondents

Designation	Target population	Number of respondents	Percent respondent
General Managers	10	8	6%
Project Supervisors	20	18	13%
M&E Officers	30	29	21%
Project Officers	60	55	39%
Finance Officers	25	22	16%
Project Managers	10	8	6%
Total	155	140	100%

Source: Research data (2022)

4.3 Descriptive results

Descriptive findings on how monitoring and evaluation procedures affected the success of CARE International's programs in Nairobi County are shown below. Plan for monitoring and evaluation; engagement of M&E stakeholders; monitoring and evaluation education and resources; funding for monitoring and evaluation. The participants in the research were asked to rate how much they agreed with each of the study factors on the success of the CARE International initiative in Nairobi County. The research used a five-point Likert scale where 5 represented Strongly Agree, 4 represented Agree, 3 represented Neutral, 2 represented Disagree, and 1 represented Strongly Disagree.

4.3.1. M&E Planning on the Performance of Projects

The primary goal was to analyze the impact of the M&E plan on the success of CARE International's operations in Nairobi County, Kenya. Participants were asked to indicate whether or not their company promotes M&E plan awareness, whether their organization deems planning as a vital tool in M&E, whether strategic planning influences the performance of their organization's projects and their organization has adopted an M&E ICT plan in the CARE International project. The study findings as per table 4.6 revealed their organization deems planning as a vital tool in M&E as demonstrated by mean of 3.96 (std. dv = 1.272). Next, with a mean of 3.85, came the impact of strategic planning on project output (std. dv = 1.367). The respondents also agreed their organization upskills their knowledge on M&E planning 3.74 (std. dv = 1.29) and had adopted an M&E ICT plan in the CARE International projects 3.46 (std. dv = 1.159). On average, a mean of 3.75 (std. dv = 1.27) implies adoption of M&E plan as a practice

has enhanced performance of projects implemented by CARE International in Nairobi County, Kenya. The above findings concurs with Micah's (2017) research which concluded that better maternal health project outcomes might be achieved by more familiarity with M&E work plans.

Table 4.9. Monitoring and Evaluation plan and project performance

Statement	SD	D	N	A	SA	Mean	St. Dev
Our organization increases knowledge of the M&E work plan	13	6	3	49	29	3.74	1.29
Our organization deems planning as a vital tool in M&E	1	21	9	15	53	3.96	1.272
Strategic planning influences the performance of our organization's projects	12	9	3	35	41	3.85	1.367
Our organization has adopted an M&E ICT plan in the financial graduation project	8	12	24	37	19	3.46	1.159
Average						3.75	1.27

Source: Research data (2022)

4.3.2. M&E Financial Support on Performance of Projects

A secondary goal was to examine how funding for monitoring and evaluation (M&E) affected the success of CARE International's operations in Nairobi County, Kenya. The participants were asked to indicate how much they agreed or disagreed with a series of comments on monetary aid. What we found is summarized in Table 4.9. With a mean of 4.59 (std. dv = 0.634) the respondents felt their management provides proper deployment of financial resources. A mean score of 4.16 (std. dev. = 0.798) indicates that participants also think their company has a resource mobilization unit. Further, they somewhat agreed that their organization's financial assistance adds to the performance of projects as evidenced by a mean of 3.57 (std. dv = 0.953).

Most respondents did not agree that projects implemented by CARE international have adequate M&E budget (mean of 2.86 (std. dv = 1.310) implying resources directly allocated for M&E are

not sufficient enough for effective implementation of the project. Overall mean of 3.80 (std. dv = 0.920) implies financial support do influence performance of project implementation in CARE International as supported by Ong'are's (2017) research that indicated that, the efficacy of M&E of government projects in Kenya increased as more money was devoted to the process of monitoring and evaluating the projects.

Table 4.10. M&E Financial support and project performance

Statement	SD	D	N	A	SA	Mean	St. Dev
Our management ensures adequate allocation of financial resources.	0	0	8	25	67	4.59	0.634
Our organization has a resource mobilization unit	0	8	1	58	33	4.16	0.798
Financial support contributes to the performance of projects	8	0	29	54	9	3.57	0.953
Projects have an M and E budget	20	21	24	23	12	2.86	1.310
Average						3.80	0.92

Source: Research data (2022)

4.3.3 M&E Training on Performance of Projects

The third purpose was to determine how much of an impact the M&E training had on the success of the CARE International initiatives being carried out in Nairobi County, Kenya. Table 4.8 displays the outcomes. On average, respondents gave the M&E training a score of 4.39 (std. dv = 0.878), indicating their agreement that it has improved their projects' financial outcomes. With a mean score of 4.26 (std. dev. = 0.439), they also agreed that the M&E field crew in their business receives sufficient training. In addition, they all agreed, with a mean score of 3.97 (std. dv = 0.952), that their company provides sufficient training on M&E throughout the project. In contrast, there

were only 3.35 (std. dev. = 1.205) percent in agreement that their company had a large number of employees with M&E training. The average score was 3.99 (standard deviation = 0.87), indicating that M&E training does improve the results of CARE International's initiatives in Nairobi County, Kenya.

The study's findings corroborate those of Hubert and Mulyungi (2018), who found that in order for M&E training to be successful, discussions of roles and duties needed to be included. After completing the M&E training, project employees and management should have a clear grasp of their individual roles and responsibilities in maintaining the M&E system's efficacy and how those obligations relate to those of the other members of the project team.

Table 4.11. M&E Training and project performance

Statement	SD	D	N	A	SA	Mean	St. Dev
Our organization ensures adequate training of M&E field staff	0	0	0	74	26	4.26	0.439
Our Organization ensures appropriate training on M&E	0	12	10	46	31	3.97	0.952
M&E training has influenced the performance of financial graduation projects.	0	8	3	32	57	4.39	0.878
Our organization has a high number of M&E-trained staff	12	9	27	36	16	3.35	1.205
Average						3.99	0.87

Source: Research data (2022)

4.3.4. M&E Stakeholder Engagement on Performance of Projects

The fourth specific objective was to investigate effect of M&E stakeholder engagement on performance of projects implemented by CARE International in Nairobi County, Kenya. To

validate this study objective the respondents were sought to state whether their organization conducts stakeholder mapping, whether their organization adopted M&E stakeholder analysis, whether they conduct stakeholder meetings to update on project progress and their organization has ensured M&E reports are shared with donors. The study statistics as depicted by table 4.9 revealed that majority of organization conducts stakeholder meetings to update on project progress with mean of 4.21 (std. dv = 0.863), and also, they ensure M&E reports are shared with donors with mean of 3.71 (std. dv = 1.22). A mean of 2.86 (std. dv = 1.31). indicate majority of projects are yet to adopt M&E stakeholder analysis, Overall mean of 3.59 (std. dv = 1.09) implies that projects implemented by CARE International in Nairobi County, Kenya do involve stakeholders on day to day implementation process. This ensure buy in by the stakeholders on all phases of the project implementation leading to successful implementation hence project sustainability. The study results resonated with the findings by Valle (2016) who alluded that clear communication, data sharing and stakeholder’s involvement were key in enhancing efficient monitoring and evaluation hence project performance.

Table 4.12. M&E stakeholder engagement and project performance

Statement	SD	D	N	A	SA	Mean	St. Dev
Our Organization conducts stakeholder mapping	8	0	29	54	9	3.57	0.953
Our organization has adopted M&E stakeholder analysis	20	21	24	23	12	2.86	1.31
Our organization conducts stakeholder meetings to update on project progress	0	9	3	47	41	4.21	0.863
Our organization has ensured M and E reports are shared with donors	8	7	24	28	33	3.71	1.22
Average						3.59	1.09

Source: Research data (2022)

4.3.5. Project Performance

Study participants scored projects based on factors such as the timeliness of delivery, the quantity of deliverables, the cost of the project, and their overall degree of satisfaction with the project's performance. Table 4.10 shows that 88% of respondents gave the project a score of 4.21 out of 5 for completion on time. The results of the program could not be evaluated, even though the project was finished on schedule. The survey found that participants were 3.99 out of 5 happy with their overall project satisfaction. 78% of the studied respondents were pleased with the way the projects performed, and 61% gave the "number of deliverables executed" a positive rating. Only 44% of respondents said they agreed that the project was finished within the specified budget. The outcomes appear to support the findings of Ong'are's (2017) empirical research, which showed that the cost of M&E had an impact on how effectively government CDF projects in Kenya were carried out. In this study, the cost of M&E did have an impact on the success of projects carried out by CARE International in Nairobi County, Kenya.

Table 4.13. Project performance

Statement	SD	D	N	A	SA	Mean	St. Dev
Timeliness of project delivery	0	9	3	47	41	4.21	0.863
Number of project deliverables	8	7	24	28	33	3.71	1.220
Cost of project	8	12	36	25	19	3.34	1.149
The general level of satisfaction with project performance	2	6	14	47	31	3.99	0.937
Average						3.81	1.04

Source: Research data (2022)

4.4. Test for Statistical Assumptions

Violating the underlying assumptions of statistical processes may compromise the reliability and validity of results and lead to inefficient and unreliable conclusions (Wilkinson & Akenhed, 2013). This research used diagnostic procedures to make sure that the following wouldn't happen, which may throw off the results of the statistics: a) The variance of error terms tends to zero, b) to prevent heteroscedasticity, the variance of the error terms is held constant, c) for the sake of avoiding autocorrelation, the error terms are linearly independent, d) jointly fitted variables in repressor models show no evidence of multicollinearity or strong linear connection, and e) constant panel height is available. Type I and Type II error rates were reduced as much as possible during statistical testing, and Likert-scale ordinal data were transformed into quasi interval data for use in more advanced statistical analyses, as explained.

4.4.1 Test for Normality

Due to the normality assumption of the population, parametric tests including correlation, regression, and analysis of variance were utilized in this research. If this assumption does not hold, then the results may not be accurate or trustworthy (Field, 2013). Since the Shapiro-Wilk Test has a greater power than the K-S test even after accounting for Lilliefors correlation, it was employed to verify that the study data came from a normal population.

Small values of W show that the sample is not normally distributed, leading to the rejection of the null hypothesis that the population is normally distributed at a specified level of significance (Peat & Barton, 2005). Shapiro-Wilk (W) was calculated at a 95% confidence interval using SPSS. Results were not significant enough to reject the null hypothesis that the study population followed a normal distribution (p-values were close to 1 for 0.05). Shapiro-Wilk test data are shown in Table 4.14.

Table 4.14. Shapiro-Wilk Test for Normality

Variable	Shapiro-Wilk Test (W)		
	Statistic	Df	Sig
Performance	0.942	140	0.064
M&E plan	0.961	140	0.076
M&E financial support	0.966	140	0.053
M&E training	0.972	140	0.043
Stakeholder engagement	0.975	140	0.064

4.4.2 Test for Multicollinearity

The Variance Inflation Factor (VIF) or Tolerance Analytical at a value of 2.5 was used to check for multicollinearity across independent variables in order to guide the incorporation of further analysis methods like factor analysis. Non-linear relationships between experiment variables lead to an increase in the variance of the predicted regression coefficients. Whereas VIF values between 1 and 10 are considered normal and do not suggest the presence of multicollinearity (Allison, 1991). Tolerance values (1/VIF) less than 0.4 (VIF more than 2.5) suggest multicollinearity, indicating substantial standard errors that may be mitigated with increased sample size (Allison, 1991).

4.4.3. Test for Heteroscedasticity

When the error variance varies from one set of data to another, we say that we have heteroscedasticity. One may utilize heteroscedasticity to see whether the residual variance of one observation period differs from that of another observation period (Godfrey, 1996). In this investigation, we used the Glejser test (1969) using the independent variable's regression residual value as the dependent variable. It is assumed in this situation that heteroscedasticity is not an issue if the Sig. value is greater than 0.05. Results for testing of Heteroscedasticity are shown in Table 4.15.

Table 4.15. Test for Heteroscedasticity

Coefficients^a				
Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	1.182	.018	3.856	.000

M&E plan	.115	.027	.148	0.156	.001
M&E financial support	.102	.045	.121	0.258	.002
M&E training	.156	.051	.432	0.481	.0014
Stakeholder engagement	.162	.089	.221	0.463	.002

a. Dependent Variable: performance of project implemented by CARE International in Nairobi County, Kenya

In this case, Heteroscedasticity is not an issue since the output coefficients yielded Sig. values greater than 0.05. So, the residual variance of the tested independent and dependent variables is the same.

4.5. Inferential Statistics

The purpose of this research was to identify factors (Monitoring and evaluation plan, M&E stakeholders' involvement, Monitoring and evaluation training and financial support) as well as the results of the project, Pearson's product moment correlation analysis was used to construct multiple regression that was used to analyze the research variables for their predictive power and impact on the success of the CARE International project in Nairobi county.

4.5.1. Correlation analysis between the study variables

The average of the study's four independent variables (M&E plan, M&E stakeholder involvement, M&E training, and financial assistance) was then used to create a single independent variable for each element. As a result, a Pearson correlation analysis was carried out using a 95 percent CI and a 5 percent confidence level (2 tailed). Findings from factor-related data are shown in Table 4.11.

Performance of Financial Graduation Project is the dependent variable shown in the correlation matrix (Table 4.16) (M&E plan, M&E financial support, M&E training and Stakeholder engagement). The examination of the correlation matrix demonstrates the existence of a plausible

causal connection between CARE International's project outcomes. Positive correlations of 0.285, 0.835, 0.516, and 0.850 were found between M&E plan, M&E stakeholder Involvement, M&E Training, and financial support and project success, respectively. The positive connection between monitoring and evaluation techniques and project success at CARE International in Nairobi County indicates the presence of a relationship between the two. However, at 95% confidence interval (CI), all of the study parameters had p-values of 5%. This meant that all of the investigated factors had a bearing on project success.

Table 4.16. Correlations Coefficients

		Project Performance	M&E plan	M&E stakeholder involvement	M&E Training	Financial support
Project Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
M&E plan	N	140				
	Pearson Correlation	0.285	1			
	Sig. (2-tailed)	0.003				
M&E stakeholder Involvement	N	140	140			
	Pearson Correlation	.835**	0.136	1		
	Sig. (2-tailed)	0.000	0.108			
M&E Training	N	140	140	140		
	Pearson Correlation	.516**	.379**	.481**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Financial support.	N	140	140	140	140	
	Pearson Correlation	.850**	0.146	.907**	.461**	1
	Sig. (2-tailed)	0.000	0.086	0.000	0.000	
	N	140	140	140	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

4.5.2. Regression Analysis

To examine the interplay of the various predictors, a multivariate regression analysis was conducted. For this analysis, multiple regression coefficients were calculated using SPSS, version 21. A correlation value of 0.876 was found to exist between the dependent and independent variables, indicating the existence of a positive and statistically significant relationship between them. Since the study's R square was 0.767, we may infer that the independent factors accounted for 76.70 percent of the variance in the dependent variable (project results) (M&E plan, M&E stakeholder Involvement, M&E Training, financial support). Other variables not included in the analysis account for the discrepancy of 23.3%. Table 4.12 provides a summary of the models.

Table 4.17. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876	0.767	0.760	0.26683

Source: Research data (2022)

The model's suitability to the data was evaluated using the analysis of variance of the regression. Table 4.13 demonstrates that the model's predictive ability with respect to the effects of the M&E plan, M&E stakeholder involvement, M&E training, and financial support on the project performance at CARE International in Nairobi, Kenya is statistically significant, at a level of significance greater than 0.05.

Table 4.18. ANOVA of the Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.654	4	7.913	111.145	.000 ^b
Residual	9.612	135	0.071		
Total	41.266	139			

Source: Research data (2022)

In order to ascertain the impact of M&E practices on the success of CARE International's projects in Nairobi County, Kenya, a multiple regression research was undertaken, the results of which are shown in Table 4.14. As a result, the best linear model $Y = 0 + 1X_1 + 2X_2 + 3X_3 + 4X_4 +$, produced by SPSS version 21.0, is revised to $Y = .199 + .113 X_1 + .252 X_2 + 0.208 X_3 + .384 X_4$.

According to the linear model, CARE International's project performance will be at 0.199 if all other variables are maintained constant at zero (M&E plan, M&E stakeholder engagement, M&E Training, and financial support). In other words, avoiding the aforementioned variables will increase the project's effect by 20%.

Objective one was to examine how CARE International's M&E plan affected the success of their programs in Nairobi County, Kenya. When controlling for other variables, the findings showed that increasing the amount of time spent on M&E planning will enhance the success rate of CARE International's initiatives in Nairobi County by a factor of 0.113. A value of 0.0350.05 indicated that this variable was statistically significant. Micah's (2017) research lent support to the development of M&E plans by suggesting that familiarity with such documents might improve the results of projects aimed at improving maternal health.

The second objective was to examine how funding for monitoring and evaluation (M&E) affected the success of CARE International's operations in Nairobi County, Kenya. When all other variables were held constant, the results showed that an increase of one unit of funding for the project would lead to a 0.384. This variable was similarly significant, with a P-value of less than 0.05. Thus, it follows that funding project monitoring and evaluation will improve outcomes. The results are consistent with a research by Nabulu (2015), who found that keeping an eye on and analyzing the expenditures of CDF programs improved their effectiveness by keeping spending under control. Most government projects have not embraced M&E to assure cost control, despite its critical importance to project success.

The third objective aimed to determine whether or whether CARE International's project outcomes in Nairobi County, Kenya improved as a result of increased training for M&E workers. The findings showed that, all else being equal, a 2% improvement in project performance may be expected for every 1% increase in M&E staff training. This suggests that M&E staff training increased the chance of a project's successful execution as rated by M&E personnel. Since 0.0010.05, the variable was statistically significant. Similar findings were found in Lekamparish's (2017) research on the "Mombasa to Nairobi pipeline building project," which also found that enhanced monitoring and evaluation abilities resulting from training and development led to positive project results.

The fourth objective was to determine what role M&E Stakeholders had in affecting CARE International's project outcomes in Nairobi County, Kenya. The findings showed that keeping all other variables at the same level, an increase in M&E stakeholder participation by one unit would lead to a 0.252. Considering that 0.0040.05, the variable was statistically significant. Assuming

that including stakeholders in the project at every stage would win their support and ultimately lead to the success of the program. Ngacho (2014) found that including community members and relevant stakeholders in development projects helped them better understand community needs, which in turn helped them choose initiatives that met those requirements. The above findings agreed with that result.

According to the results of the regression model, the biggest impact on project success was provided by financial backing (coefficient = 0.384), followed by M&E stakeholder participation, M&E training, and finally a well-developed Monitoring and Evaluation plan within the implementation team.

Table 4.19. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.199	0.346		0.574	0.567
Monitoring and Evaluation plan	0.113	0.053	0.096	2.125	0.035
M&E stakeholder involvement	0.252	0.085	0.297	2.966	0.004
M&E Training	0.208	0.061	0.172	3.379	0.001
Financial support	0.384	0.074	0.516	5.214	0.000

a. Dependent Variable: Project Performance

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This section provides a brief overview of the summary of findings, conclusions and recommendations about how CARE International's project monitoring and evaluation techniques have affected the success of their initiatives in Nairobi County, Kenya; the role of M&E planning, M&E stakeholder Involvement, M&E Training and M&E financial support.

5.2. Summary of the Study

The purpose of this research was to determine the effect of monitoring and evaluation practices on performance of care international projects in Nairobi County, Kenya. CARE International commissioned this research to better understand the impact that the M&E strategy, M&E stakeholder involvement, M&E training, and M&E funding assistance had on the success of their projects. A total of 140 officials from CARE International's different departments and project sites in Nairobi County, Kenya were surveyed for this research.

5.2.1. M&E Planning and performance of CARE International projects in Nairobi County

The first objective was to investigate the effect of M&E strategy on the performance of projects undertaken by CARE International in Nairobi County, Kenya. Based on the research conducted, it was determined that CARE International's initiatives in Nairobi County, Kenya benefited from the incorporation of an M&E strategy. In project management, the M&E plan serves as a road map outlining the goals, important components, and method for monitoring and evaluating the project.

5.2.2. M&E Financial support and Project Performance

The second purpose was to examine how funding for monitoring and evaluation (M&E) affected the success of CARE International's operations in Nairobi County, Kenya. According to the results, CARE International's financial backing does affect the success of their projects. In order to effectively monitor the whole implementation process and evaluate the outcomes, M&E operations need financial backing.

5.2.3. M&E Training and Project Performance

Thirdly, the researcher wanted to see how much of an impact the management and evaluation training CARE International staff received in Nairobi County, Kenya. CARE International's project outcomes in Nairobi County, Kenya were shown to be affected by M&E training. One of the most important factors in whether or not a project is successful in its execution is the availability of competent human resources.

5.2.4. M&E Stakeholder engagement and Project Performance

Researching how including stakeholders in monitoring and evaluation (M&E) affected the success of CARE International's initiatives in Nairobi County, Kenya, was the fourth particular goal. CARE International's programs in Nairobi County, Kenya were found to include stakeholders in the study's observational aspects. Stakeholders' requirements may be translated into project objectives with the support of constant and efficient stakeholder involvement in M&E operations, which might form the foundation for successful strategy creation.

On inferential results, positive correlations of 0.285, 0.835, 0.516, and 0.850 were found between M&E plan, M&E stakeholder Involvement, M&E Training, and financial support and project success, respectively. The positive relationship between monitoring and evaluation techniques and project success at CARE International in Nairobi County indicates the presence of a relationship between the two. However, at 95% confidence interval (CI), all of the study parameters had p-values of 5%. This meant that all of the investigated factors had a bearing on project success. According to the results of the regression model, the biggest impact on project success was provided by financial backing (coefficient = 0.384), followed by M&E stakeholder participation, M&E training, and finally a well-developed Monitoring and Evaluation plan within the implementation team.

5.3. Conclusion

The research looked at how CARE International handled their project management and evaluation in Nairobi County, Kenya.

The research concluded that CARE International's programs in Nairobi County, Kenya, benefited from the implementation of an M&E strategy. In project management, the M&E plan serves as a road map outlining the goals, important components, and method for monitoring and evaluating the project.

The study also concluded that funding have an effect on how well CARE International's projects are carried out. In order to effectively monitor the whole implementation process and evaluate the outcomes, M&E operations need financial backing.

The study further concluded that CARE International's initiatives in Nairobi County, Kenya benefited from M&E training. One of the most important factors in whether or not a project is successful in its execution is the availability of competent human resources.

The study finally concluded that CARE International's programs in Nairobi County, Kenya include stakeholders in the day-to-day implementation process. Stakeholders' requirements may be translated into project objectives with the support of constant and efficient stakeholder involvement in M&E operations, which might form the foundation for successful strategy creation.

5.4. Recommendations

The study findings yielded a major insight on project performance in CARE International in Nairobi County, Kenya. The study recommended the following:

The research acknowledged the need of an M&E plan in ensuring the successful completion of the project. There should be consistency between the M&E plan and the information gathered throughout the implementation phase. This will be useful for keeping tabs on the steps taken that led to the project's desired outcome. Building an appropriate monitoring and evaluation (M&E) plan is crucial for evaluating the project's impact, efficiency, and usefulness.

When implementing a project, it's important to focus on the needs of the Stakeholders rather than just the final product. It is wise for project managers to abandon the traditional top-down approach to project execution in favor of the bottom-up method, which embraces a more sustainable solution. When all parties involved in a project have a shared awareness of the issues at hand and are actively engaged in making decisions, everyone feels more empowered and takes

more pride in the final product. Stakeholder's analysis is a crucial first step in every project, as it sets the tone for talks, which ultimately lead to common choices and improved project performance.

Implementers and other data collectors who are tasked with gathering and distributing project information for the M&E system benefit from M&E training so that they may better comprehend the system's logic and their specific function within it. When learning about M&E, it's important to go through the metrics that will be tracked. The research suggests that training in M&E should focus on individual and collective accountability. The research concludes that improved M&E reporting is necessary for the projects. Improved intervention and project management in the future need such follow-ups. Reports on the project's accomplishments should be made public for future reference, and information should be shared with stakeholders for the sake of interventions and control of future programs.

It's worth noting every project need to be planned within the available budget. Devoid of enough financial support, projects will struggle to get the right resources and will be very challenging to find the money needed. The M&E unit should be fully funded to ensure project activities are well tracked and evaluations are executed at the right time to enhance informed decision making by the project management. Therefore, the study recommends need to ensure enough funding of the M&E unit to ensure execution of the mandate. Further, there is need for organizations to have resource mobilization unit to keep project afloat of the needed resources.

5.5. Suggestions for Further Research

CARE International's Nairobi County, Kenya, location was the primary research area for this report's examination of the impact of M&E procedures on project outcomes. The research concluded that more investigations on the impact of M&E techniques in projects in other counties in Kenya were warranted. In addition, the study found that the independent variables (M&E plan, M&E stakeholder engagement, M&E Training, and M&E financial support) accounted for 76.70% of the variation in the dependent variable (performance in CARE International project), so it suggests that more research be done to assess other factors affecting performance in CARE International projects.

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APPENDIX I: QUESTIONNAIRE

The purpose of this questionnaire is to assess “**THE INFLUENCE OF MONITORING AND EVALUATION PRACTICES ON PERFORMANCE OF PROJECTS**”. All answers are acceptable i.e. (there is no right or wrong answer), and what is required is for the researcher to get a perception of how you see issues from where you carry out duties (either in the office or in the field). The information collated through this instrument will be preserved with confidentiality and only utilized for academic purposes only. Kindly take a moment to answer all the questions as accurately as possible.

Section A: Background information *(please put an X in relevant box)*

Name (Optional).....

1. What is your age bracket?

- i. Below 20 years []
- ii. 20-30 years []
- iii. 31-40 years []
- iv. 41-50 years []
- v. Above 50 years []

2. Which is your highest academic level?

- i. Primary certificate []
- ii. Secondary certificate []
- iii. College diploma []
- iv. University Graduate []

v. Post graduate []

3. How long have you been working in your current organization?

i. Less than 1 year []

ii. 1-5 years []

iii. 5-10 years []

iv. Above 10 years []

4. What is your job designation?

i. Manager []

ii. M&E Officer []

iii. Project Officer []

iv. Project Supervisors []

v. Finance Officer []

vi. Project Manager []

Section B: Monitoring and Evaluation plan

5. In each of the statements given below circle the number that describes your response in relation to the monitoring and evaluation plan and performance of projects at CARE International

Use a scale of 1-5 Where, 5 = Strongly agree, 4 = Agree 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	1	2	3	4	5
1 Our organization increases knowledge on the M&E work plan	1	2	3	4	5

2	Our organization deems planning as a vital tool in M&E	1	2	3	4	5
3	Strategic planning influences the performance of our organization's projects	1	2	3	4	5
4	Our organization has adopted an M&E ICT plan in the financial graduation project	1	2	3	4	5

Section C: M&E stakeholder engagement and performance of Projects

6. In each of the statements given below circle the number that describes your response in relation to the M&E stakeholders and performance of projects at CARE International

Use a scale of 1-5 Where, 5 = Strongly agree, 4 = Agree 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	1	2	3	4	5
1 Our Organization conducts stakeholder mapping	1	2	3	4	5
2 Our organization has adopted M&E stakeholder analysis	1	2	3	4	5
3 Our organization conducts stakeholder meetings to update on project progress	1	2	3	4	5
4 Our organization has ensured M and E reports are shared with donors	1	2	3	4	5

Section D: M&E Training and project performance

7. In each of the statements given below circle the number that describes your response in relation to the M&E training and performance of projects at CARE International

Use a scale of 1-5 Where, 5 = Strongly agree, 4 = Agree 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	1	2	3	4	5
1 Our organization ensures adequate training of M&E field staff	1	2	3	4	5
2 Our Organization ensures appropriate training on M&E	1	2	3	4	5
M&E training has influenced the performance of financial graduation					
3 projects.	1	2	3	4	5
4 Our organization has a high number of M&E-trained staff	1	2	3	4	5

Section E: Financial support and performance of projects at CARE International.

8. In each of the statements given below circle the number that describes your response in relation to the financial support and performance of projects at CARE International

Use a scale of 1-5 Where, 5 = Strongly agree, 4 = Agree 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	1	2	3	4	5
1 Our management ensures adequate allocation of financial resources.	1	2	3	4	5
2 Our organization has a resource mobilization unit	1	2	3	4	5
3 Financial support contributes to the performance of projects	1	2	3	4	5
4 Projects have an M and E budget	1	2	3	4	5

PART F: Project Performance:

On a scale of 1-5 (5 being the most effective/successful and 1 least), what was the rating for project performance in the following?

Use a scale of 1-5 Where, 5 = Strongly agree, 4 = Agree 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Statement	1	2	3	4	5
1 Timeliness of project delivery	1	2	3	4	5
2 Number of project objectives	1	2	3	4	5
3 Cost of project	1	2	3	4	5
4 The general level of satisfaction with project performance	1	2	3	4	5

Thank you for your response

APPENDIX II: NACOSTI

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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RESEARCH LICENSE




This is to Certify that Ms. Phyllis Ndothya of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: MONITORING AND EVALUATION PRACTICES AND PERFORMANCE OF CARE INTERNATIONAL PROJECTS IN NAIROBI COUNTY, KENYA. for the period ending : 07/November/2023.

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APPENDIX III: INTRODUCTION LETTER



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Website: www.ku.ac.ke

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

Our Ref: D53/OL/CTY/26514/2014

DATE: 25th October, 2022

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

Dear Sir/Madam,

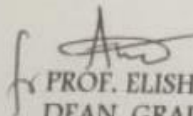
RE: RESEARCH AUTHORIZATION FOR PHYLLIS MASAA NDOTHYA – REG. NO.
D53/OL/CTY/26514/2014.

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

Phyllis intends to conduct research for a M.B.A Project Proposal entitled, “**Monitoring and Evaluation Practices and Performance of Care International Projects in Nairobi County, Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,


f PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

AM/Inn