

**MONITORING AND EVALUATION PRACTICES ON PERFORMANCE
OF HEALTH PROJECTS IN KENYA: A CASE OF NAIROBI COUNTY**

APONDI DIANA OLUOCH

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DECLARATION

I declare that this project is my original work and has never been presented to any other university for the award of a diploma, degree, or any examination.



12 – 07 - 2022

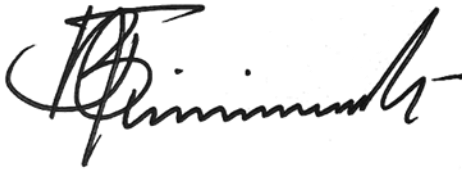
APONDI DIANA OLUOCH

DATE

REGISTRATION NO: L50/38269/2020

DECLARATION BY SUPERVISOR

This project has been submitted for examination purposes with my approval as the University Supervisor



12 – 07 - 2022

DR. JOHNBOSCO MUTUKU KISIMBII (PH.D.)

DATE

Senior Lecturer - Faculty of Business and Management Sciences

University of Nairobi

DEDICATION

I appreciate my unwavering spouse and my whole family's spiritual and emotional support during my studies. In addition, I would want to express my deep appreciation to all my lecturers for the invaluable lessons they've taught me thus far. They deserve the Lord's abundant gifts.

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LIST OF ABBREVIATIONS AND ACRONYMS

CIMES:	County Integrated Monitoring and Evaluation System
IFAD:	International Fund for Agricultural Development
KNBS:	Kenya National Bureau of Statistics
M&E:	Monitoring and Evaluation
NGOs:	Non-Governmental Organizations

ABSTRACT

Monitoring and evaluation (M&E) are now an imminent component in the operations of immense industries especially in developed nations since the early 1980s. This study focuses on examining the M&E practices in the health sector of Nairobi County, Kenya, and how they influence the growth and performance of projects in organizations and industries. The study aims to determine how Kenyan healthcare performance measurement, monitoring, approaches to M&E methodologies affect senior management commitment, capacity development, budgetary resources, and stakeholder participation. Drawing on Stakeholder Theory and Structural Functionalism Theory, the study adopts a descriptive research design. Data was collected through questionnaires and interviews from a sample of 60 respondents, including top county leadership, the national government, and communities in Nairobi County. Multiple regression analysis was employed to evaluate hypotheses using SPSS for data analysis. The study found that M&E systems in place had well-defined objectives, although the qualifications and continuous training of M&E team members were uncertain. The study further came to a revelation that when there are enough funds to drive M&E structures that are instituted in an organization especially in the projects run by county administrations in Kenya, the performance was improved. Subdivision and ownership of M&E structures within an organization by premium holders also was seen to have a significant impact on the performance of projects. The research further concluded that senior level administrators had their own share of contribution to give if health focused projects within Nairobi County were to be indeed deemed a success. Their contribution would be evinced in terms of injecting financial resources and ensuring continuous training of M&E staff within the projects. To meet stakeholder demands, the study recommends that senior level management in the county administration need to develop a culture of adopting M&E practices which will in turn ensure that project objectives are properly aligned with project objectives and provide guidance and corrections within the prose of the project. Finally, the research contributes to the field of understanding and proper practice of M&E policies especially in within the Kenyan health sector in all the counties, providing guides and insights for elevating project performance.

CHAPTER ONE

INTRODUCTION

1.1 Research Background

Monitoring and evaluation are two approaches in project management that are usually undertaken simultaneously to identify the problems and challenges that arise in an on-going project and proposes changes to address these challenges. At different levels, either at senior government levels, international organizations and other cross border organizations have immensely gained through the adoption and inclusion of M&E policies and guidelines into their organizational structure to streamline processes, and this have enabled them to properly gain an understanding of the extent to which the finances injected successfully realize returns from the project as well as gauge the impact level of the projects to their intended audience. The key reason for inculcating monitoring and evaluation in organizational processes is to improve the aspect of project management in situations where complex paradigms are involved during the design of a project.

The case of African governments is quite complicated as it concerns the implementation of monitoring and evaluation procedures and policies. A good epitome is the case of Ghana as outlined by Adek (2016) who indicates that many organizations within the country encounter crisis emanating from poor monitoring and evaluation policies which could be avoided if better practices were emphasized. There has been seen a trend of various government funded projects going south in many counties in Kenya due to the existence of little or no M&E policies or structures initiated to control the prose and pace of the projects (KNBS, 2013). Most county governments have either abandoned or poorly invested in monitoring and evaluation structures and hence this has resulted to projects stalling and the citizen's money going to waste.

A study by Nyonje, Kyalo & Mulwa (2015) shows that many developed nations have achieved the state of economic independence through adopting governance practices that embrace sustainable socio-economic development. This has been further adopted by known financial institutions like the IMF and the World Bank who have heavily invested in setting up robust M&E practices and policies that minimize spending whilst maximizing gains realized. On the other hand, developed nations like Switzerland and the UK have inculcated business management mechanisms that use evidence-based analysis of the process to improve performance as well as achieve the set goals.

This in turn leads to enhanced accountability by the different stakeholders running the project and thus performance and productivity are increased.

With the current increase in globalization of economies by different countries, various projects to enhance the rate of development in the countries have been put in place by governments with most of them being financed through the acquisition of international loans (Leariwala & Kamau, 2021). With the need for results from these projects and accountability of government bodies being put at stake, the need for proper monitoring and evaluation paradigms has as well as gone up. In Kenya, for example, the government has instituted County Maternal Health programs because of devolution, and the performance of these programs will be based majorly on the M&E approaches that those awarded the responsibility of instituting them will undertake.

Adoption of quality monitoring and evaluation methods will justify superior performance and streamlining of processes right away from the imminent impact of the project on its destined audience, its outcomes in contrast to its expectations and better utilization of resources (Mkutano, 2018).

This provides a proper basis for assessing the accountability of those bestowed with the responsibility of implementing the project as well as sets a platform for the making of reliable and strategic decisions that foresee the success of the program. The IFAD (2017) emphasizes the merits of adopting a good monitoring and evaluation strategy and further indicates that when the M&E approach is well defined there is an improvement in logical reporting, and all the processes at work within the project are all focused on ensured the accomplishment of the set goals and thus accountability within the system is ensured. Mutinda & Kiruja (2015) add that a good monitoring and evaluation strategy assures the project stakeholders of increased efficiency and effectiveness of processes as well as the utilization of resources is maximized to reduce wastage. This in turn ensures that there is continuous learning at distinct levels of the administrative structure as well as improving the decision-making accuracy within different project processes.

Monitoring and evaluation are overall management operations that determine how well a right result is being attained, highlight any unintended effects from the commitment, program, or project's strategy and actions, and identify hurdles to execution. Muiga (2015) adds that several established best strategies are included within the comprehensive monitoring and reporting

methodology for the system. These documented strategies or practices can be seen as a combination of methodologies that guide the approaches undertaken when making momentous decisions within the project, and the lessons learnt from unique designs of running processes during the project implementation phase which in turn lead to the sustainability of the project. Such practices encompass planning and coordination, workforce development, surveillance, and data demand (Scheirer, 2017). A study by Khan (2016) mentions that when organizations invest in institutionalizing M&E structures and developing policies that ensure continuous learning from current M&E practices, they are able to control efficiently different elements of the projects like project costs, optimizing the duration of processes within the project, reducing the level of interdependence of processes within the project which increases project costs, and maximizing the use of labour to ensure that there is maximised performance of all components of a project.

It is therefore important for organizations and governments to make sure that the administration and the funding bodies are fully aware and are focused on adopting and implementing the report findings and recommendations that are presented by the monitoring and evaluation team (Dyason, 2019). The individuals that are accorded with the responsibility of implementing projects must have the capacity to understand the recommendations provided by the monitoring and evaluation reports if the complete process is to be deemed successful (Kibukho, Kidombo & Gakuu, 2015).

In project management, the stakeholders of the implementation phase are accorded with the responsibility of liaising with the M&E function of the projects that they are running, gains insights from the recommendations provided by the function and advice the owners of the project accordingly on the mitigations to undertake and the gains that they should forecast from their investment in the project. To understand the impact of including M&E structures and policies within the implementation phase of projects, Karanja & Yusuf (2018) recommend that organizations need to also conduct performance analysis on the customer satisfaction, or the feedback gained from the target audience on how good or bad they feel it addressed the needs. This can further be followed by the analysis of the spending minimizations realized within the implementation. By achieving optimum spending when at the same time realization of project goals is realized, the documentation of best practices can then follow with credit going to the human resources involved and optimization of future projects is guaranteed.

A good M&E strategy outlines the structures present in the county's maternal programs as well as their interrelationships. This includes the performance indicators, the human structures present and accorded the duty of forms collection, the data collection tools that are used, and the methods used to share data to team members working within the institution or company. A monitoring and evaluation plan can be understood as a blueprint that has been formulated and structured by the project leaders and shows the goals of the project, success indicators or hints that show that goals have been realized, and the needs that need to be fulfilled to realize the success of the goals as well as and presumptions and assumptions included within the project scope (Lee, Shiue, and Chen, 2016).

This creates a guide for the workers in the field to monitor the progress of their duties with ease and thus they can utilize the time accorded to each task effectively for timely project delivery. A monitoring and evaluation planning module is a document or a component of the main M&E structure that is devised to monitor the progress of individual processes within the main project (Mkutano, 2018). It is created to create a vision and a map of the prose and direction of project milestones and mostly this can be evinced in most humanitarian focused projects as well as emergency relief projects in many non-governmental organizations. Muiga (2015) adds that community-based projects funded by international organizations have also been seen to adopt the use of monitoring and evaluation modules as it reduces the need to have numerous management levels hence reducing financial wastages whilst increasing the impact of projects. In different scenarios, monitoring and evaluation modules have been formulated to document the gained knowledge from previous project implementation practice. This hence provides a basis for guiding further projects for example when running county government maternity wards development projects right from the design through implementation and finally guiding the review and evaluation of the projects. Its main purpose is to guide M&E professionals and other related specialists on how to monitor and control funding activities within their projects (World Health Organization, 2016).

Stakeholder engagement involves the activities undertaken to enhance awareness of the project derivatives to the individuals who are affected by the prose of the project or who can make suggestions that affect the decision-making process. When it comes to maternal health planning,

stakeholder involvement is highly encouraged since it provides with improvement in quality service provision and hence leading to proper use of well-trained professionals and sufficient resource provision to pregnant women and infants in all the stages of pregnancy and the postnatal stages (Mkutano, 2018). Stakeholders are seen to have the supreme authority to oppose or propose ideas and suggestions, influence the immediate society towards supporting a particular ideology, hold positions of power and may be affected by project course.

Wambua (2018) thus indicates that the ability of stakeholders to influence key decisions in different healthcare projects within a society makes them key elements of consideration when making propositions to inculcate disciplined M&E approaches in project management. They are seen to have the power to convince fundamental individuals or bodies to take part in supporting an evolving idea and see it through to completion. Burke 2017 further indicates that the monitoring and evaluation of a project's performance can be used as a basis of evaluating accountability thus leading to increased delivery of service which have been enhanced.

Laxity and low prioritization of M&E propositions has been found to affect the capability of M&E paradigms in the viewpoint of its ability to enhance performance and other project management related activities (Polidano, 2020). Poor or insufficient research on the importance of M&E practice has also caused impartial judgement on its suitability in many projects management ongoings within the healthcare industry in Kenya. Nyonje, Kyalo & Mulwa (2015) analyse the suitability of comparing practice in both the public and private practice in the healthcare sector and their findings are that there is significance difference in policy formulation, policy implementation and their effects on the overall operational efficiency of processes. Internal organization team building, and development is composed not only of training alone but also of the planning mechanisms and M&E strategies that are implemented within the operational areas.

Mutinda & Kiruja (2015) hence provide recommendations that project managers should make sure that best practices and lessons learnt from monitoring and evaluation practices during project implementation are properly documented in a clear and easy to understand and reference approach. Njama (2015) adds that this is since project sponsors need to see openness in how operations are

conducted, accountability in the management of funds and resources and how that contributes to team members learning through practice as well as improving on performance. In Kenya, county governments have in unison come together to form a monitoring and evaluation body known as the County Integrated Monitoring and Evaluation System (CIMES). The main duty of this body is to keep track of county government projects by monitoring and reviewing the progress and reporting on how the funds injected into the projects through the Medium-term Plans III allocation by the government of Kenya are performing (Mwangi & Moronge, 2019). The body further makes the necessary recommendations for better practice that aim to improve the results and minimize wastages within county government projects.

It has been so far noted by Mkutano (2018) that different county governments in Kenya have been experiencing operational challenges which emanate from their choices of administrative structure and M&E strategies. As of the year 2019, Mwangi & Moronge (2019) indicate that only six counties in Kenya had instituted monitoring and evaluation structures and provided them with sufficient resources to get started. Many counties have lagged with some having made attempts to outsource M&E functions from private institutions which are to yet yield reliable information that can be used to assess the performance of different healthcare projects within their regions.

1.2 Research Problem

In the year 2010, the republic of Kenya voted to change its administration structure from using a centralized government to the adoption of a distributed or a devolved management approach that split the administration units into county governments (Nyonje, Kyalo & Mulwa, 2015). The form of administration was now changed to a duo administration structure that was composed of a national government and county governments. The reason behind this was to increase the number of administrative units and as well as enhance development within the country by revising the style and allocation of funds to increase the outreach to marginalized areas within the country. This would see to it that service delivery was enhanced. A different study by Mutuva & Kisimbii (2020) stipulated that the project administration departments were aware of the existence and importance of having M&E practices in place especially where public funds are in use and prominent levels of accountability are expected and yet these governments had not taken measures to institute these practices. However, with that in the knowhow, projects that had been funded by international

sponsors like the World Bank showed not to have sufficient planning paradigms, tools required to undertake M&E, employee training on M&E and reporting hence mediocre performance was evinced from the projects.

In their 2021 study, Leariwala and Kamau explored the significance of fully embracing Monitoring and Evaluation (M&E) practices within the National Government Constituency Development Fund (NG-CDF). They highlighted the critical role of M&E in fostering a culture of professionalism in the administration of public-funded projects. This, in turn, ensures that the audience or immediate societies benefiting from the project's output experience its positive impact. Furthermore, the research emphasized that implementing M&E approaches during the planning phase has a profound effect on the performance of projects funded by non-governmental Community Development Funds (CDFs).

Moreover, according to reports from the World Bank in 2018, despite substantial financial investments from taxpayers, most county government development projects have fallen short of accomplishing their intended goals. A recent study by Nzayisenga, Wafula & Kirabo (2022) conducted in Rwanda showed that from various projects, the program's staff running the implementation of project functions are well trained and have the required expertise that allows them to formulate and implement M&E practices that deliver superior results. In realization of the aforesaid shortcomings and signs of progress, this study came in handy to validate and look at new trends.

1.3 Research Goal

The primary research goal of this study was to examine the implementation and effectiveness of monitoring and evaluation methods for healthcare projects in Kenya, focusing on Nairobi County as a case study.

1.4 Research Aims

These precise objectives were formulated to guide the study:

- i. To establish the influence of senior management support monitoring and evaluation on the performance of health projects in Kenya.

- ii. To evaluate the extent to which capacity building for monitoring and evaluation on the performance of health projects in Kenya
- iii. To assess how financial resources availability for monitoring and evaluation on the performance of health projects in Kenya
- iv. To examine the extent to which stakeholders' engagement in monitoring and evaluation on the performance of health projects in Kenya

1.5 Research Questions

In accordance with the following research questions, the study was conducted:

- i. How does senior management support monitoring and evaluation on the performance of health projects in Kenya?
- ii. How does capacity building for monitoring and evaluation on the performance of health projects in Kenya?
- iii. To what extent does financial resources availability for monitoring and evaluation on the performance of health projects in Kenya?
- iv. To what extent do stakeholders' engagement in monitoring and evaluation on the performance of health projects in Kenya?

1.6 Study Proposition

The research project was structured around the testing of hypotheses at a significance level of 95%.

- i. H₀₁: There is an absence of a substantial correlation between executive leadership and the assessment and tracking of health initiatives' impact in Kenya.
- ii. H₀₂: There is a lack of noteworthy association between skill development and the assessment and tracking of health initiatives' performance in Kenya.
- iii. H₀₃: There exists no substantial correlation between financial resources and the monitoring and evaluation process in relation to the performance of health projects in Kenya.
- iv. H₀₄: No significant correlation has been found between stakeholder engagement and the monitoring and evaluation process concerning the performance of health projects in Kenya.

1.7 Importance of the Research

Effective global monitoring and evaluation techniques play a pivotal role in ensuring the success and sustainability of various initiatives worldwide. These techniques serve as essential tools for

assessing, measuring, and analysing the progress and impact of projects, programs, and policies across different geographical regions and sectors. By employing rigorous monitoring and evaluation practices, organizations and governments can make data-driven decisions, identify areas for improvement, allocate resources efficiently, and enhance accountability.

Therefore, the important ministries in Nairobi County would benefit from the conclusions of this research. Additionally, it would provide Kenyan and international policymakers with knowledge of the discipline's present developments so they may take the framework for forming policies into consideration. Counties, national governments, and non-governmental organizations like donors would all profit from the findings of this research. The research would aid these stakeholders in developing monitoring and evaluation (M & E) criteria to be implemented by project managers for effective monitoring.

Acceptance of M&E as a technique for monitoring project execution would also be improved. The researchers and academics who seek to develop the area of project analysis and verification might profit from the production of more literature. Globally, monitoring and evaluation scholars would comprehend the impact of various M & E techniques. This research endeavour aims to shed light on the prevailing gaps in the implementation of monitoring and evaluation (M&E) practices within organizations. By thoroughly analysing the data and drawing insightful conclusions, this study will identify key areas that require improvement to enhance the outcomes of projects. Furthermore, the research findings will make a substantial contribution to the field of monitoring and evaluation, enriching the existing body of knowledge and providing valuable insights for practitioners, policymakers, and researchers.

1.8 Underlying presuppositions of the study

The research presumed that senior management support, capacity building, financial resources, and stakeholders' engagement would significantly impact health projects in Kenya. Additionally, it was assumed that the identified respondents would willingly and honestly provide the necessary information without bias. Lastly, the study considered health projects as a representative sample of those managed by the Nairobi County Government.

1.9 Delimitations of the Study

The study was conducted within the Nairobi County offices situated in the Central Business District. It specifically centred on examining how monitoring and evaluation practices impact the performance of health projects in Kenya, with a particular emphasis on Nairobi County.

1.10 Limitations of the Study

There are several limitations that are beyond the researcher's control that were purported to affect the study. They were not able to guarantee the validity of the information that was collected from well-informed respondents. However, the researchers hoped that, since data collected was provided by a willing and well-informed participant, they were requested to provide honest feedback that does not have any bias. The research was done during office hours, so there were some challenges in reaching every respondent. However, the researcher purposed to use an online data collection model to reach most of the respondents.

1.11 The definition of important terms following their application in the research.

Senior management support: Provision of mission and vision through guiding in a certain direction to achieve a certain goal or organization objectives.

Capacity building: Refers to training development where employees acquire more skills to perform. In addition, organizations are as well given muscle capacity through resources that they can serve well in their quest for being in business.

Financial Resource: Availability of funding strength. Hence the money is availed at the right time, right cash flow and enough for the undertaking(consistence)

Stakeholders Engagement: implies involving the key audience or the owners of the project or the top contributors of a project, in the implementation or participation in the prose of the project.

Monitoring and Evaluation Practices: Integration of evaluation methodologies or models that contribute to M&E effectiveness in a company. Monitoring tools and processes (indicators, tools, and processes) that will help you determine whether a program is being executed as planned (monitoring) and is resulting in the intended outcome (evaluation).

Performance of Projects refers to the procedure used to make sure the project is running well. Therefore, it fulfils the requirements of the intended recipients.

1.12 Structure of the Research

This research project comprises five chapters, each serving distinct purposes. The first chapter lays the groundwork, encompassing essential components such as the contextual background, problem statement, objectives, and research questions. It also addresses the study's relevance, scope, and limitations, including the underlying assumptions, definitions, and overall structure.

Chapter two delves into an extensive empirical literature review, examining theoretical and conceptual frameworks and establishing connections between variables. Additionally, it conducts an impact assessment and offers a concise summary of the literature review findings.

The third chapter provides a detailed account of the research approach, covering aspects like research design, inclusion criteria, sample size determination, sampling methodology, and the selected research instrument, along with its validation and reliability measures. Methods for data collection and analysis are also elaborated upon.

In chapter four, the researchers shift the focus to data analysis, where they carefully examine, interpret, and subject the study results to hypothesis testing. The reporting of findings is a crucial aspect of this section.

Finally, chapter five involves a meticulous analysis and review of the study's results, leading to meaningful insights and conclusions. The study's implications are thoroughly discussed, and relevant recommendations have been proposed. Additionally, this chapter lays the groundwork for potential future research in the field.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Within this chapter, a comprehensive exploration was undertaken, delving into the empirical literature review that is specifically relevant to the evaluation and monitoring of health programs in the context of Nairobi County, Kenya. Furthermore, this chapter encompasses the presentation of research theories and the meticulous development of hypotheses, all of which aim to delineate the cause-and-effect relationships under examination. Additionally, a meticulous analysis of the existing knowledge gaps was conducted, unveiling areas that warrant further investigation. Finally, a succinct and informative summary encapsulating the key points covered in this chapter was provided.

2.2 Project performance

The performance of a project is essential to its success and a crucial aspect. Multiple studies have shown that a project is considered a failure if it does not meet the expectations of its stakeholders. The study conducted by Mkutano in 2018, which centred on investigating the impacts of clear and concise communication, immense planning, encouraging stakeholder participation, and monitoring on project success, laid the cornerstone for the research's overarching objectives. This pivotal research laid the groundwork and provided the necessary building blocks upon which the current study's goals were established. By examining the intricate interplay of these key factors, the study aimed to glean valuable insights into their collective influence on project outcomes, thus contributing to a deeper understanding of project management and success factors. The research also found that effective project management approaches led to increased and enhanced performance in NGO initiatives.

A study by Mkutano (2018) determined that the development process ensure workers and stakeholders collaborated toward a single objective and that M & E provide with sufficient and accurate information that guided the decision-making process as well as resource allocation by project managers. Similarly, Wambua (2018) examined educational initiatives in Makueni County in his research which was directed by staff training, stakeholder engagement, planning, and the effect of the baseline survey on the success of the education initiative. The conclusion suggested that the funding for M & E implementation was budgeted for and that the authorities supported M

& E. Stakeholders had a substantial impact on the overall organizational performance, and well-trained staff were well-suited to offer correct feedback or information to help in the process of decision-making.

Other worldwide studies have shown that initiatives with inadequate or non-existent monitoring and evaluation procedures have, on average, led to mediocre performance in projects as evaluated by the extent of the project, timetable, and methods of resource use. Once a program proves its effectiveness, it has the potential to sustain even after the donor's support has been withdrawn (de Bruin, Mikhail, Noel, & Barron, 2019). Moreover, Hussein (2020) emphasizes the significance of scrutinizing monitoring and evaluation approaches and their effects on performance to identify opportunities for improving M&E program strategies. Regular performance evaluations yield valuable data for project managers, enabling them to implement necessary corrective measures. These evaluations play a crucial role in ensuring continuous program improvement and successful outcomes. It informs future tactics throughout the development and execution of programs. Many academics have connected program performance to M & E practice (Hussein, 2020).

2.2.1 Support from Senior Level Management (Top-Level Management)

In the context of a project, Senior management Support and leadership pertain to the commitment of senior executives to allocate necessary resources and influence the project's achievements. Ihuah, Kakulu, and Eaton (2014) state that managerial backing for project initiation or implementation has long been recognized as a critical factor in determining their ultimate outcome, whether it leads to success or failure. The extent to which senior management embraces and champions the project significantly impacts its overall results and effectiveness. Furthermore, (Lee, Shiue, and Chen, 2016) see satisfactory performance of the system as not only depending on the managers and leaders for permission or authorization, direction on what to do, and support but also as the main source for achieving the plans or objectives of senior management for the company.

Kilonzo (2018) focused his research towards understanding the effect that sufficient funding on monitoring and evaluation practices by government departments and its effect on the success in optimizing government funded projects. The research indicated that an organization's capability and the resources in place have a crucial role to play when it comes to the inculcation of M & E

within the organization. Specifically, the allocation of resources by the current administration facilitates the establishment of M & E. These resources may include funds, M & E expertise, and talents. Additionally, the research discovered that organizational culture significantly impacted the incorporation of M & E in government. The focus of this research was to investigate the practical implementation of monitoring and evaluation (M&E) procedures within project management. The conceptual dependent variable revolved around the successful establishment and utilization of M&E practices to enhance the overall project outcomes. The study sought to understand how these procedures were developed, adopted, and effectively integrated into project management processes, ensuring effective monitoring and evaluation for better project outcomes.

The attainment of the CDF initiative's success serves as the key focus in this study, making it imperative to seek its conclusive findings. Additionally, Sihemi (2016) conducted research investigating the effects of employing diverse monitoring and evaluation tools during the implementation stage of ongoing building and construction projects in various public universities in Kenya. The study aimed to assess how the utilization of these tools influenced the overall outcomes of the projects. The study's research outcomes indicated the existence of well-defined M&E budgets for building projects. These budgets encompassed a comprehensive range of essential M&E practices and plans, accommodating the informational needs and perspectives of diverse stakeholders, while also considering specific M&E requirements. The findings highlighted the significance of having a well-structured and inclusive M&E budget to ensure effective monitoring and evaluation throughout the project lifecycle.

Research conducted by Juma (2015) sought to bring to an understanding the things or factors that cause organizations to adopt M&E policies and structures as well as how governments like the government of Kenya has implemented these policies to regulate public funded programs in different counties in Kenya. These M&E policies are evinced in the approaches undertaken towards defined employee training, adequate management, thorough commitment, and resource allocation were determined to be the most influential factors. Leaders of project organizations and project managers should be excellent conceptual thinkers and creative analytical people who can use ideas from the government and industry. They must be supported by a well-defined strategic plan to minimise failure risks (PMI, 2017).

2.2.2 Development and Capacity Building

In accordance with the IFAD's (2015) report that is relayed annually on outcomes and effects, M&E practices tend to include the use of people's capability and baseline surveys. Mwangi & Moronge (2019) further mention that it is important to incorporate training programs and workshops for M&E stakeholders, implementers, and partisans as it ensures that they are well versed with the ever-growing knowledge in monitoring and evaluation practices improving the present practice as well as increasing project efficiency. Some organizations like IFAD have been seen to undertake this approach which has shown immense success in the projects they undertake as well as existence of properly and adequately trained personnel within their organization.

A different study in line with the adoption of capacity building and development of workers in the M&E department in organizations was done by Baron (2017) and it puts emphasis and focus on the need to include and escalate training workshops and programs for the staff involved in each phase in project management. This implies that different projects have different scopes, resource demands, organizational structure, and implementation period and hence by equipping the associated staff with the necessary continuous trainings relevant to the project's success is known to be imminent. In addition, the degree, cycle, and scope of the project influence the number of workers to be taught, the kind of personnel to be equipped, and the length of retraining, among other variables. Numerous studies have demonstrated the significance of capacity development. As Alcock (2019) says, the efficacy of community development initiatives financed by government agencies is impacted by continual staff training on the many components of project observation and analysis.

The many drivers of the nature, length, kind, and scope of staff training include the project's goals, performance indicators, and implementation milestones. Assuming a suitable approach of observation and analysis is used, staff for the M & E method should be well-trained. In the study by Njama (2015) it can be evinced that with proper institution of M&E structures and policies the results of these initiatives are highly elevated to the benefit of minimizing input and maximizing output. Implementation or institution of good M&E policies and structures goes hand in hand with the inclusion of staff with the desired and relevant expertise who are to be tasked with the process of overseeing its success (Ouma, 2018). While focusing on education for M & E in development, one should investigate the number of skilled officers for if the M&E approach adopted is to be

deemed successful. Nzayisenga, Wafula & Kirabo (2022) in their research discuss the training needs of M&E human resources and indicate that the level of the project or the scope of the projects determines the kind of trainings that are needed and therefore it is necessary for project stakeholders to have this in mind when implementing or instituting M&E structures to guide the projects implementation.

2.2.3 Monetary capability and resources

Research by Kimwele (2018) postulates that proper M&E practices in Makueni county and particularly in Kibwezi subcounty when it pertains to food nutrition and security mechanisms has been a remarkable success. The county government of Makueni has instituted policies that have seen proper use and institution of M&E practices that have led to maximization of resource use in ensuring food security has been realised. This has been evinced in the approach that the county has undertaken in among others, making plans for human and financial resources; creating the conceptual model and timelines for activities; creating human capability training and continuous induction; and creating the various supporting structures. Lastly, observing and analysing is crucial for ensuring that growth occurs successfully and efficiently.

Tengan and Aigbavboa (2016) noted weak institutional arrangements; insufficient resources and funding priorities for monitoring and evaluation; the biased linkages that are found to exist between planning, budgeting for future projects, and the approaches to monitoring adopted and the actual evaluation conducted; the low demand for and use of monitoring and assessment actual outcomes; and subsequently, the collection and storage of low quality data, existence of gaps in the data stored, and inconsistencies within the information as some of the obstacles to the adoption of selected approaches to adopting M&E Systems. The deployment of decision-making structures on the international stage is led by frameworks and regulations.

The USA through its various administrative departments and particularly the PPDMEP department accorded with the M&E formulation functions, has created a manual that contains the relevant policies, regulations and rules that control how the M&E practices are budgeted for and implemented. Ling (2018) adds that the divergent functions within the USA government are guided by these M&E policies right away from funds sourcing and allocation straight away to how

the government bodies formulate their project plans, objectives and scope. The State or an autonomous institution inside another federal agency manages the funds given to M&E. Following acceptable processes for managing the cash, the monies are used. In addition, the beneficiary institution must provide the state department with documentation of the M&E funds' consumption, monitoring data linked with activities and outcomes obtained, and assessment conclusions relating to the outcomes attained.

2.2.4 Shareholder Inclusion and Involvement

The study by Njama (2015) was an exploratory case study based on the AMREF organizations based in Kenya and was specifically focussed on drawing out the reasons that favour the inclusion of monitoring and evaluation structures and policies in the WASH programs run by the organization. The research also had an objective to investigate how availability and amount of funding received in a WASH programme had an impact on the implementation of M&E practices and policies to control the prose of the projects. The results of the study postulated that in many situations, the inclusion of monitoring and evaluation practices were more evidenced at the lower-level management processes than the high-level management processes.

Moreover, stakeholders and project performance pillars are also Bonareri and Kisimbii (2020) conducted research entitled Indicators of Success of Decision-Making Structures for most projects that were run by the county governments in Kenya. A specific scenario to serve as an epitome can be drawn from the study undertaken in Makueni county projects which confirmed that considering the perspectives of stakeholders in planning and design is important to the achievement of the performance review process. They found that insufficient participation in data collection for M & E adversely impacts the findings, highlighting the significance of participation from the outset.

2.2 Foundational Review of existing theories

This study's foundation was set upon the following two theories:

2.3.1 Stakeholder Theory (ST)

Freeman (1984) developed the Stakeholder Theory (ST) and according to his notions, success is contingent on the systematic input, collaboration, and perspectives of all important players, upon which organizations are founded. The approach considers two perspectives: internal performers

(people and management) and external performers (shareholders, partners, and donors). For instance, in the research conducted by Lyytinen et al. (1998), the term "stakeholder" was defined as "players that may bring forth claimed or profit from information and technology systems development difficulties." Phillips (2005) summarizes the limits of stakeholder theory by stating that it has traditionally been plagued by concerns about on the approaches undertaken to distribute and conduct follow up on managing of resources, such as the time invested in a project, energy used to run the projects, and investment in terms of the money injected, to certain other project owners or individuals concerned with running the projects within an organization.

In this project, monitoring and evaluation techniques engage many relevant participants. For the project's success, each stakeholder must fulfil their assigned function. Only with effective leadership, adequate capacity development, available materials, and stakeholder participation can success be achieved. Due to this, it is relevant that this study is in line with bringing to an understanding the monitoring and evaluation policies and structures implemented on public institutions and projects carried out in Kenya and especially conducted within the boundaries of the Nairobi County Government.

2.3.2 Structural Functionalism Theory

Emile Durkheim (1858–1917) was the originator of the doctrine. The idea claimed that the society in which human being thrives is structured like an atom or one unit composed of many parts, in that it is composed of social institutional systems. Institutions are uniquely organized to fulfil specific societal roles. The idea attempts to clarify how modern civilisation is constituted and what the different social institutions perform to ensure the survival of society. According to the hypothesis, since organs are interconnected and mutually dependent, one organ may influence the others and the total.

The organ is a part of the social institution and may have an impact on one or all social institutions. It provides an understanding of the approaches that different institutions undertake to gain a competitive advantage against their competitors in the same market segment. It explains why and how certain organizations are more successful than others. The current study will hence be based on the principals and foundations of structural functionalism since it banks on the importance and structures of monitoring and evaluation practices that can be adopted by the county governments

in Kenya to streamline and improvise their public funded projects ensuring that there is value gained for the public from their investment. This comprised methodologies, procedures, and systems for successful monitoring and assessment.

2.4 Conceptual framework

The study's conceptual framework (Figure 1) shows the connections between all the variables. The success of county government initiatives is the dependent variable in this research. Financial Monitoring and Evaluation Systems, which include the sub-variables (senior management support, financial resources, and stakeholder participation) are the independent variables. Moderation is the third variable in this research and has an impact on both relationships between variables as seen in Figure 1.

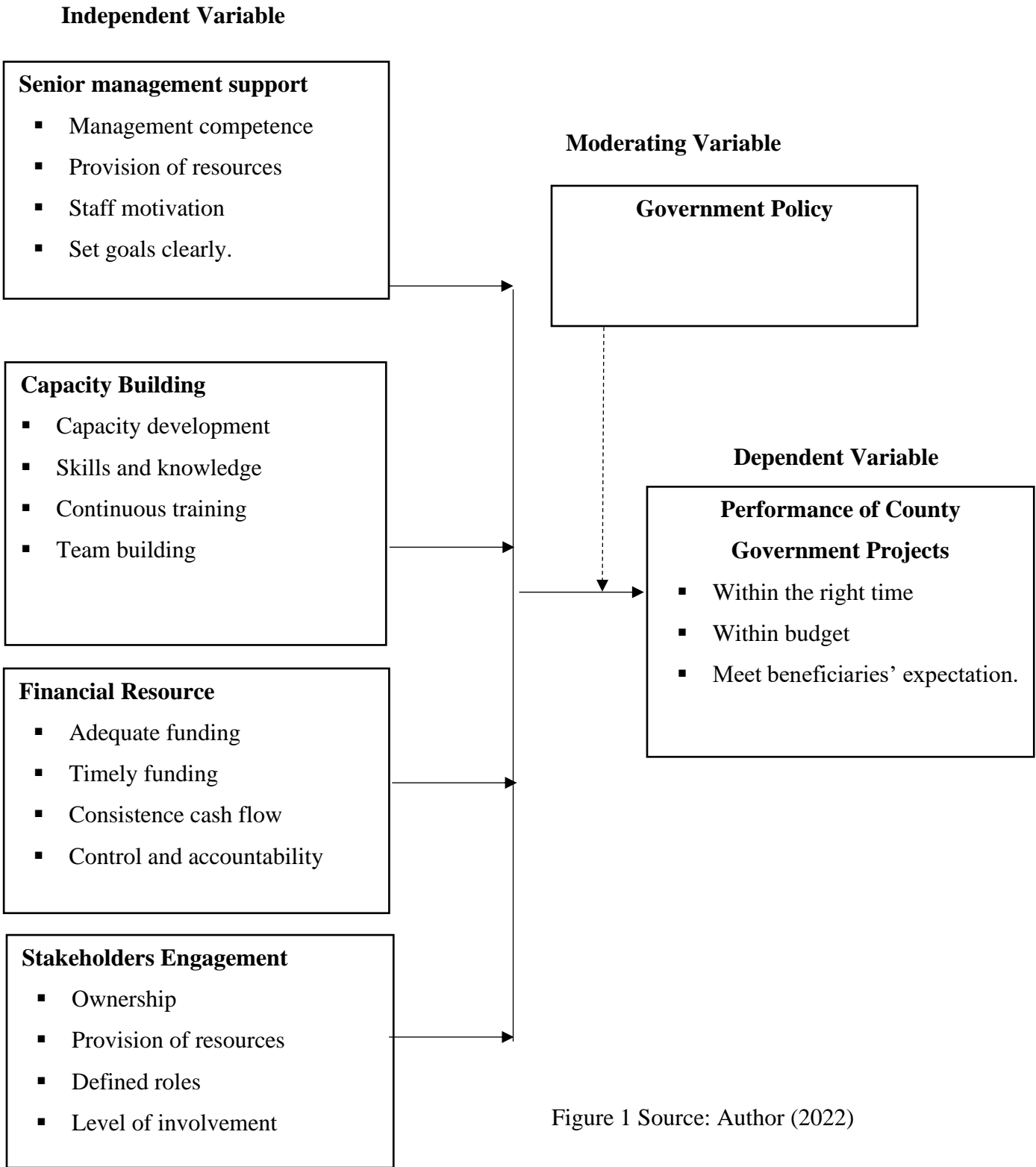


Figure 1 Source: Author (2022)

2.5 Knowledge Gap

A tabulated outline of the literature review is outlined in Table 1 and shows an illustration of the research or knowledge gaps.

Table 1 Knowledge Gap

Objective	Author	Methodology	Findings	Knowledge gap
1. To establish the influence of senior management support monitoring and evaluation practices on the performance of health Projects in Kenya.	PMI (2017)	Project Management Institute (Regulator for international project management.)	It is critical that project managers and company leaders have strong conceptual thinking and critical thinking skills so that they can benefit from ideas from both the government and industry. They ought to be supported by a project plan that is clear and comprehensive to lessen the likelihood of their failing.	This research focused on project company Leaders and Managers thus a knowledge gap. The current study focused on all the senior management and project team more importantly critically analyse their role in current trends of project performance, therefore, bridging the gap.
2). To evaluate the extent to which capacity building for monitoring and evaluation practices on the Performance of Health Projects in Kenya.	Ouma, (2018)	This approach was chosen for the research because it seeks to comprehend and clarify how capacity building influences the accomplishment of monitoring and evaluation projects.	The implementation of M&E is dependent on the availability of qualified personnel who can conduct the tasks specified in the M&E.	This study majored in coaching and community-based project. The current study did not only look at training but critically investigated capacity building for both project team and organization capacity.
3). To assess how Financial Resource availability for	Kimwele (2018)	A descriptive research design was used	Findings were most critical areas for M&E that are tied to effective implementation	The study was on food security projects in Kibwezi Makueni County

Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya		because the study sought to determine who, where, and how the phenomenon under investigation occurred.	of the projects are: planning for human and monetary resources, framework and timelines of activities, human capability coaching and continuous induction, and producing the varied supporting structures among others	and focused on all components of performance. The current study was conducted in Nairobi Central business district and majoring in all County funded projects.
4). To examine the extent to which Stakeholders Engagement in Monitoring and Evaluation Practices on the Performance of health Projects in Kenya.	Bonareri, & Kisimbii. (2020)	Descriptive research Model - this model was convenient because it does not manipulate any data or findings	According to their findings, involving stakeholders from design and planning in the monitoring and evaluation process is critical. Insufficient participation in M & E data collection has a negative impact on the results, so it is critical to get everyone involved from the start.	Their study did not mention the scope of stakeholder involvement other than on planning thus creating a gap. The current study looked at the stakeholders' involvement in the project cycle phases

2.6 Summary of the Chapter

The factual and outlined literature review has been in this case used to set the foundation of the study explains well the main objectives that have been adopted to guide this study and the relationship between Stakeholders and Structural Functionalism theories, respectively. The key

research parameters have been explicatively put into concept ensuring that their interconnections are well stipulated and drawn relations between the exposure variables and the response variables. The summary then draws out the gap addressed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study space, the delineation adopted to structure the study, and methodology used in this study are introduced, covered, and discussed in this chapter. Additionally covered are the inculcated research blueprint, the audience, or the population that the study focused on addressing, sampling method that has been adopted in the study, data collection tools relevant to the study, ethical issues, approaches towards realizing proper data analysis procedures, and hypotheses of the variables that are being studied.

3.2 Research Design

The study used the descriptive research approach which focused on finding out or investigating why and how two or more elements of an occurrence are linked. In the research project by Mutuva & Kisimbii (2020), descriptive design is seen as a convenient and user-friendly method that collects and analyses data to useful information at a particular time within the study with the willingness to pertain the correlation between prevailing situations, trying to identify specifications upon which predisposing factors can be paled in comparison, and establishing the existence of a distinct interconnection between the measured variables.

3.3 Target population

The research was conducted in eighty-five elective wards within Nairobi. Since each ward has its project committee, each one was presented by the chairperson of the committee on behalf of the community, thus each committee has its chair. There is a program department in Nairobi County that oversees all the projects, and they were represented by the director of the program as well as monitoring and evaluation specialists. The national government was well-represented in Nairobi, the country's capital, by decision-makers from key ministries. As a result, there are 22 National Government Representatives because a project officer represents each ministry.

Table 3 provides an overview of the study's target population.

Table: Target Population

Table 2 Nairobi City planning office (February 2022)

Target Cluster	Target Population
85 Wards Represented by Project Committee Chair	85
Nairobi County (Programs Director)	01
Nairobi County (M&E Expert)	01
National Government Representative	22
Totals	109

3.4 Representative Sample Selection Techniques

To bring to an understanding the idea of selecting a representative sample, Kothari (2007) defines sampling as a technique used to gather data on a large population by focusing on a subset of it. Many researchers, including Mutuva & Kisimbii (2010), have echoed the findings of Mugenda and Mugenda (2003) that only 8%–25% of the total population can be used for the generalization of findings in any research study. A sampling strategy involving simple random, stratified, goal-directed and random sampling were used in this study.

3.4.1 Sample size.

As indicated in Table 3 below, the representative sample size is described.

Table 3 Sample Frame

Target Cluster	Sampling Technique	Sample Size
Project Committee Chair	Random	43
Programs Director	Purposive	01
M&E Expert	Purposive	01
National Government Representative	Stratified	15
Totals		60

(Source: Nairobi County Registry Office: February 2022)

3.5 Data Collection Method

Using questionnaires and observations, this study aimed to gather primary data. Sections one and two of the survey consisted of the following questions: in the first section, it collected personally

identifying information to link the data collected to the respondents whilst the second section focused on research related information from the list of questions identified as paramount to building up the database for the study. Open-ended and closed-ended questions were formulated and way-laid in the questionnaires that were distributed to the respondents, and their purpose was to obtain both qualitative and quantitative feedback relevant to the study. There were secondary data gathered from sources such as journals, government documents, as well as the Nairobi County Archive. Two sections were included in the survey (1 and 2). According to Saunders, Lewis & Thornhill (2016), questionnaires also have an added benefit in that personal and sensitive questions were more truthfully answered because they were answered anonymously. On all variables and sub-variables, the Likert-type scale with fixed five options was used.

3.5.1 Feasibility study for the research tools.

It is always important to evaluate the adopted research tools for data collection and gather feedback before finalizing the questionnaires. By conducting the feasibility study, the researcher was able to draw out the authenticity of the tools as well as gain an understanding of the extent to which the research tools could be relied upon. The project chair of the committee oversaw the testing of the instruments in a subset of the cluster. When the instruments were assessed, researchers could eliminate any doubts about their validity. This was accomplished using restrained and unrestrained type of questions to ensure that the appropriate form and type of data was collected for the study. An adjustment was made if there was a degree of uncertainty.

3.5.2 Validity of Research Instruments

Most studies use internal consistency as a criterion for determining whether the information gathered through questionnaires is representative of the study's aim. The researcher consulted with colleagues and supervisors to get their immediate feedback on the study instruments. This had to do with proving the extent to which the selected research tools would provide data valid for the research. To realize the required levels and standards needed for content validity, the researcher sought to undertake an experimental trial that focused on comparing feedback provided by the sampled respondents and see whether it aligned with the set research aims of the study. The validity of the instruments was determined with the assistance of lecturers, supervisors, and peer colleagues from the University of Nairobi, as well as through the piloting of data collection. It was necessary

to get more clarification from fellow students as well as the faculty supervisor before any further data was collected.

3.5.3 Reliability of Research Instruments

In descriptive research, to measure or understand how dependable the research instruments are, a test is conducted to show how many times it consistently produces accurate results. Reliability was assessed by distributing questionnaires to forty-three members of the project committee. This was a test of the questionnaires' content validity to see if they accurately measure the study's variables. As part of the study, the researchers used Spearman-Brown coefficient formulae to determine the instrument's reliability and consistency, which falls within the recommended range of between 0.7 and 1. This was done by the researcher.

3.6 Data Collection Procedures

The University of Nairobi issued a research permission letter for the study. As a result, a letter of authorization to conduct research in Kenya was obtained. The researcher wrote a letter of consent after obtaining the letters and used it to ask for permission from the respondents. This was done in accordance with established data collection procedures. Once the researcher obtained permission, he or she considered hiring a research assistant to help with data collection. The research assistant's first job was to schedule a meeting with all participants in the study to go over the expectations for their participation. The meeting also served as an opportunity to inform the participants about the study's timeline and the drop-and-collect-later method of data collection that were used.

3.7 Data Analysis Techniques

The open-ended questionnaires provided quantitative data that was coded to allow quantitative analysis. Questionnaires had to undergo a verification and evaluation process upon submission by the respondents to ensure that the participants provided answers in the correct manner and context. Multiple Regression Analysis (MRA) was used to do the statistical analysis, and tables, proportions, and frequencies were used to illustrate the results. There were also pie charts, graphs, and frequency distributions used for various presentation modules.

3.8 Ethical Considerations

Specific ethical considerations were considered by the researcher throughout the study. Requests for authorization from the university, Nairobi County administration, and national government were number one on this list of priorities. The researcher made sure to adhere to data protection policies as they ensure that all research respondents must be accorded the respect they deserve, be ensured that there is sufficient privacy to protect their identities, as well as a high confidentiality level to ensure that the information they had provided could not be traced back to them after dissemination. In professional and academic research, respondents had the right and freedom to hide their identities and hence that rule was respected in this research and all respondents in the study had their names and other personal information kept anonymous. They were confident that their personal information was only utilized for educational purposes.

3.9 The Variables and Their Definitions as used in the study.

Table 4 of the report outlines the operational definitions and measurement methods for the study's variables.

Table 4 Operationalizing Definitions

Objectives	Type of Variable	Variable	Sub-Variables	Analysis Tool	Type of Analysis
To establish the influence of senior management support monitoring and evaluation practices on the Performance of Health Projects in Kenya.	Independent	Senior management support	Clear set goals Management competence Provision of resources Staff motivation	Averages and Percentages	Frequencies Descriptive statistics & Multi regression analysis
To evaluate the extent to which capacity building	Independent	Capacity Building	Capacity development	Averages & Percentages	Frequencies

for monitoring and evaluation practices on the Performance of Health Projects in Kenya			Skills and knowledge Continuous training Team building		Descriptive statistics & Multi regression analysis
To assess how financial resources availability for Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya	Independent	Financial Resource	Adequate funding Timely funding Consistence cash flow Control and accountability	Averages & Percentages	Frequencies Descriptive statistics & Multi regression analysis
To examine the extent to which Stakeholders Engagement in Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya	Independent	Stakeholders Engagement	Ownership Provision of resources Defined roles Level of involvement	Averages & Percentages	Frequencies Descriptive statistics & Multi regression analysis
	Dependent	Performance of County Government Projects		Testing hypothesis	Inferential statistics and Descriptive statistics

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

In this chapter, the findings of the research are organized and stipulated with their relation to the key subject of the study which was to investigate the influence of monitoring evaluation practices on the performance of health projects in Nairobi County, Kenya. The first approach is to discuss the respondent's response rate and any other related information about the geographic distribution of the participants and thereafter an analogy of the research aims is provided. Various statistical techniques were utilized to analyse the monitoring and evaluation practices, including regression analysis. The chapter concludes by presenting the results of the regression analysis and engaging in a comprehensive discussion of the findings, emphasizing the significant factors that impact project performance.

4.1.1 Response Rate

The researcher issued 60 questionnaires for filling by the respondents. Each respondent was given the adequate resources to facilitate them to fill the questionnaires and the process was not rushed. At the end of the filling period 44 questionnaires were submitted accounting for approximately 74% of the issued questionnaires. A recommendation by Flick (2015) indicates that a researcher can proceed with data analysis in their study if the response rate is above half of the questionnaires issued which in this case can be considered as a fete that was realized.

Table 4.1 : Response Rate

	Number of Respondents	Per cent
Feedback	44	73.6
Non- feedback	16	26.4
Total	60	100.0

4.1.2 Reliability Analysis

To ensure that the questionnaires had the desired and recommended reliability levels, the researcher undertook a feasibility study. This was done using the coefficient alpha as statistically proved by Lee Cronbach in the early 1950s (Flickr, 2015). The coefficient alpha method correlates the ratios that have been accommodated within a study by taking them through parallel tests to

foresee whether the ratios amount to the same results or any given constructs. The accepted alpha value for use in cross-sectional and exploratory studies is 0.7 which is outlined by Zohrabi (2013).

Table 4. 2: Reliability Analysis

	Cronbach's Alpha
Senior management support monitoring and evaluation	0.86
Capacity building for monitoring and evaluation	0.87
Financial resources availability for monitoring and evaluation	0.77
Stakeholders' engagement in monitoring and evaluation	0.83
Performance of health projects	0.73

To realize best results from the data findings and analysis stage, the researcher conducted a test for the coefficient alpha for each aim of the study and hence producing a table as shown in table 4.2. the objective addressing the needs regarding capacity building for monitoring and evaluation approaches was best found to be with the highest reliability of all the calculated variables with a value of approximately 0.87. All values were recorded with reference to two decimal places which was found to be sufficient for the study. The second-best calculated objective using the coefficient alpha was the test for senior management support for monitoring and evaluation which got a score of 0.86. The rest followed respectively as postulated on table 4.2 above. Since all measures fell above the agreed coefficient alpha of 0.7 then it was indeed safe and okay for the researcher to proceed with the study without instituting any corrections to the research instrument. This meant that the research tool was indeed dependable to undertake measurements or data collection for the listed five variables.

4.2 Background Information

In this section, a clear understanding and review of the raw data collected from the respondents in connection with their demographics and personal resumes is provided. They key aim of doing this is to be able to distinguish their variant areas of origin as well as to create an outline of their personal profiles so that it can be easy to relate them with their contribution to the study. Some elements of their personal profile sought to draw out their personal information regarding gender, age, their skills expertise in terms of highest level of education achieved and finally their capacity in terms of participation within the healthcare county projects implementation.

4.2.1 Age Bracket of the Respondents

A part of the questionnaire in the first section required the participants to provide details regarding their age. Their findings were as presented on Table 4.3.

Table 4. 3: Age Bracket of the Respondents

	Prevalence	Percent
21 to 30 years	8	18.2
31 to 40 years	12	27.3
41 to 50 years	17	38.6
Over 50 years	7	15.9
Total	44	100.0

Approximately 40 per cent of the forty-four respondents who took part in the study had their ages falling within the age bracket running from 41 years to 50 years. Another approximate of 27 per cent had their ages falling between 31 years and 40 years. Eighteen per cent had their ages falling between 21 years and 30 years whilst the rest were aged above 50 years. These study findings indicate that most respondents who participates in the research were middle aged, which suggests that they possessed diverse knowledge and experiences related to the subject under study. Furthermore, their willingness to participate and provide information was observed, indicating their cooperation during the research process.

4.2.2 Gender of the Respondent

A section of the questionnaire required the respondents to provide information about their gender alignment. Their responses were presented in Table 4.4.

Table 4. 4: Gender of the respondents

	Prevalence	Percent
Male	26	59.1
Female	18	40.9
Total	44	100.0

From the table above, it can be evinced that of the forty-four respondents participating in the research, approximately 59 per cent of them were male whilst approximately 41 per cent of them

were female. The study only focused on participants identifying either as male or female hence cannot attribute for any other genders that took place in the study. Having both genders close to the 50 per cent mark shows that the study did not lean on any gender and that the sample used adhered or conformed to uniformity rules. This further can be deduced to imply that the participation of both genders was almost equal and hence the results and findings of the study can be alluded to cut across the gender biasness that may be evinced in different studies where conclusions drawn can only be attributed to increased participation from one gender in research.

4.2.3 Highest Level of Education of the Respondent

A section of the questionnaire required the respondent to provide information about his/her highest levels of education. Table 4.5 gives a representation of the responses collected.

Table 4. 5: Highest Level of Education of Respondents

	Prevalence	Percent
Diploma/Higher Diploma	16	36.4
Undergraduate degree	19	43.2
Master’s Degree	9	20.5
Total	44	100.0

Table 4.5 above shows data collected from the respondents in regard to their levels of education and further stipulates that approximately 43 per cent of the forty-four participants taking part in the study had gone through university education and achieved a bachelor’s degree, whilst approximately 36 per cent had achieved a diploma or relevant education level to a diploma and a further approximate of 21 percent had post graduate level of education. These statistics show that all participants had gone through formal education and were placed at distinct levels of tertiary education which was sufficient for them to take part in the study. This further implies that they possessed the necessary knowledge and understanding to provide reliable information regarding the subject being studied. Their educational background contributes to the credibility and reliability of the data collected.

4.2.4 Period Involved in in Project/Program Management

A section of the questionnaire requested the respondent to provide information about their period or timeframe that they had be incorporated in program management inconsiderate of whatever levels. Their responses were as shown in Table 4.6.

Table 4. 6: Period Involved in Project/Program Management

	Frequency	Percent
Less than 5 years	4	9.1
6 -10 years	9	20.5
11 to 16 years	13	29.5
Over 16 years	18	40.9
Total	44	100.0

From the raw data collected and tabulated, it is imminent that 41 per cent of the participants in the study affirmatively responded that they had taken part in a project at variant levels of program management in a period lasting for more than sixteen years. The second cluster of participants constituted of 30 per cent of the forty-four participants who took part in the study indicating that they had taken part in project management for a period lasting for years ranging between 11 and 16 years. Another 21 per cent of the responded agreed to have taken part in projects management for periods ranging between six and ten years whilst the rest had taken part in project management in periods not more than five years.

Their extensive involvement in the field indicates that they possessed the necessary knowledge and understanding to comprehensively comprehend the subject under study, enabling them to provide credible and insightful information.

4.3 Senior management Support for Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya

The main objective of the research was to investigate the influence of senior management support on the performance of health projects in Kenya, specifically focusing on monitoring and evaluation practices. To realise this objective, the respondents of the study were tasked with a duty of providing information about their levels of participation and inclusion as it regarded their contribution to senior management and the influence it garnered towards the performance of the

health projects that they had taken part in Kenya. The responses regarding this query have been organized in a tabulated manner as shown in table 4.7 below.

Table 4. 7: Influence of Aspects of Senior management Support for Monitoring and Evaluation Practices on the Performance of Health Projects

	Mean	Std. Dev.
Monitoring and evaluation systems have clearly defined objectives.	3.796	0.579
Leaders in M and E departments have required management competences	3.568	0.836
Provision of resources for M and E are available throughout when required.	3.614	0.631
The leadership has provided basic amenities and modern personal protective equipment for M and E team members.	3.659	0.509

The result findings of the research showed that the participants seemed to agree on several aspects related to senior management support for the institutions and structures provided within the project for monitoring and evaluations approaches. To showcase this, the participants acknowledged that in their respective programme sections, the senior management involved had set grounds and terms for monitoring and evaluation structures, with a mean score of 3.796. Additionally, the leadership was perceived to have provided essential amenities and modern personal protective equipment for the monitoring and evaluation (M&E) team members, this can be supported through the data presented in table 4.7 where this category achieved a mean score of approximately 3.66. Furthermore, the provision of resources for M&E was reported to be available when required, this can also be supported through the data presented in table 4.7 where this category achieved a mean score of approximately 3.61. Lastly, the leaders in M&E departments were seen to possess the necessary management competences, which was accorded an average score of 3.568.

The participants were further tasked with the duty of gauging the extent to which the senior management within their organizations contributed or made steps to increase their participation in monitoring and evaluation structures and policies and how their contribution was showcased or resulted to an impact on the performance of the projects. The results of the study showed that most respondents agreed that it was the mandate of leaders within an organization to champion for the

inclusion of monitoring and evaluation approaches and practices if it was in their intention to increase or improve project performance and in this case improved performance of health projects. They emphasized the importance of leaders assessing program progress in relation to expected outcomes to continually improve implementation. Moreover, leaders were seen as enabling program staff to track specific indicators and measures independently, promoting accountability. These findings underscore the significance of senior management in establishing clear objectives, providing necessary resources, and promoting accountability through effective monitoring and evaluation practices, thereby enhancing the performance of county projects in Kenya. These results underline the importance of senior management in defining precise goals, allocating required resources, and encouraging responsibility via efficient monitoring and evaluation procedures, improving the success of county programs in Kenya.

4.4 Capacity Building in Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya

The goal of the study was to assess how much Kenyan health project performance is impacted by developing capacity through monitoring and evaluation techniques. The respondents were asked by the researcher to describe how much certain facets of building capacity for monitoring and evaluation affect Kenyan health project performance. Table 4.8 shows the results of their replies.

Table 4. 8: Influence of Aspects of Capacity Building and Monitoring and Evaluation Practices on the Performance of Health Projects

	Mean	Std. Dev.
M and E Team go through Capacity development periodically and experienced the task	4.023	0.577
M and E Team members have Skills and knowledge prerequisite qualifications	3.068	0.500
M and E Teams members have continuous training and refresher courses periodically	2.841	0.828
Team building is key to improving the performance and motivation of M and E Members	4.136	0.612

With a mean score of 4.136, the results show that respondents agreed on the significance of team building in enhancing the productivity and drive of the monitoring and evaluation (M&E) staff members. Furthermore, they acknowledged that M&E teams often engage in capacity building and have experience performing their duties, as demonstrated by their average score of 4.023. A mean score of 3.068 indicates that respondents were undecided about whether M&E team members have the relevant knowledge and skills and requirements. With an average rating of 2.841, they also expressed no opinion about M&E members of the team having ongoing training and frequent refresher courses.

In addition, participants were given the opportunity to describe how team member competency has aided in the execution of county projects and improved M&E processes. They responded by pointing out that training is important in influencing staff members' mindsets and improving their performance. They also underlined the importance of training for team members, which helps the project reach its objectives.

These results highlight the value of team development and capacity building in boosting M&E staff efficiency including how they contribute to the general advancement of systems for measurement and evaluation. However, more care must be taken to guarantee that team members have the necessary credentials and ongoing training programs to ensure that they have the necessary knowledge and abilities.

4.5 Financial Resources and Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya

Another goal of the study was to look at the impact of financial resources on the effectiveness of health initiatives in the nation of Kenya, particularly in terms of monitoring and evaluation techniques. Participants were given a rating on the extent to which various variables related to financial availability of funds affected the performance of Kenyan health programs. Table 4.9 contains the complete replies supplied by respondents. The research attempted to determine the degree to how the funding accessible through monitoring and assessment techniques impact the effectiveness of health programs in Kenya. The respondents were asked to indicate the extent to which certain characteristics of financial accessibility for monitoring and evaluation methods impact the success of Kenyan health programs. Table 4.9 has their replies.

Table 4. 9: Health Project Performance: Effects of Financial Resources and Monitoring and Evaluation Procedures

	Mean	Std. Dev.
Adequate funding for Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	4.000	0.701
Timely funding on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	3.341	0.524
The consistency of cash flow on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	4.046	0.987
Control and accountability on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	3.318	0.825

With average scores of 4.046 and 4.000, respectively, the results show that those who participated believed that the uniformity of money flowing in monitoring and assessment structures, as well as sufficient funding for these structures, had an important effect on the success or failure of county projects funded by the government in Kenya. With a mean rating of 3.341 along with 3.318, respectively, the people surveyed also stated that prompt financing and oversight and responsibility within the framework of evaluation and monitoring had an average effect on the efficacy of the project.

The people who responded were also asked to describe the specific ways in which monetary investments devoted to monitoring and evaluation had improved county programs. Their responses highlighted the crucial role of financial resources in facilitating project operations, such as procurement of goods and services and making long-term investments. Moreover, they emphasized that financial resources are essential in project management as projects need to be planned within a budget, ensuring that objectives are met effectively while adhering to financial constraints.

These findings underscore the significance of consistent cash flow, adequate funding, timely allocation of resources, and effective control and accountability mechanisms in monitoring and

evaluation systems. For a project to be implemented successfully and to carry out its goals, it is essential to allocate cash resources properly. This improves the undertaking's overall efficacy within the county.

4.6 Stakeholders' Involvement in Monitoring and Evaluation Practices on the Performance of Health Projects in Kenya

The purpose of this section of the study was to determine the degree to which Kenyan health project performance is influenced by the interests of stakeholders' participation in methods of evaluation and monitoring. The researcher asked the respondents to describe the degree to which certain facets of the interests of stakeholder's participation in monitoring and evaluation techniques affect Kenyan health project outcomes. In Table 4.10, their replies were displayed.

Table 4. 10: Influence of Aspects of Stakeholders' Involvement in Monitoring and Evaluation Practices on the Performance of Health Projects

	Mean	Std. Dev.
Ownership to stakeholders on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	3.205	0.579
Provision of resources through stakeholders on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	3.864	0.805
Defined roles to stakeholders during Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	2.955	0.613
Level of involvement in Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya	4.341	0.756

The findings demonstrate that those who responded were of the opinion that their degree of engagement with monitoring and evaluation systems, measured by an overall mean of 4.341, and the distribution of financial assistance by means of interested parties on monitoring and evaluation

infrastructure, as demonstrated by a mean of 3.864, both significantly influenced the success or failure of county projects that receive government funding in Kenya. The participants also said that specified responsibilities for stakeholders in evaluation and tracking systems, illustrated by a mean of 3.205, and responsibility to stakeholders on those systems, as shown by a mean of 2.955, both moderately contribute to the success or failure of county projects supported by the government in Kenya.

In addition, those who responded were questioned if those involved in the project are chosen according to the impact, they have over county initiatives. The results are displayed in Table 4.11.

Table 4. 11: Whether project stakeholders are identified based on their influence.

	Frequency	Percent
Yes	31	70.5
No	13	29.5
Total	44	100.0

The results showed that depending on the effect they have on county initiatives approximately 70 percent of those who participated said project stakeholders are determined. This suggested that participants in the initiative were chosen according to how they had an impact upon county programs.

4.7 Performance of Health Projects

The people who responded were asked by the individual conducting the study to comment on the pattern of various outcomes trajectories of healthcare initiatives in Kenya. In Table 4.12, their replies were displayed.

Table 4. 12: Trend of Aspects of Performance of Health Projects

	Mean	Std. Dev.
The county's projects are finished on schedule.	3.727	0.801
County Projects are accomplished under budgetary constraints.	4.318	0.595
County project meets beneficiaries' expectation	3.250	0.587

The research found that the people who participated believed that county initiatives are completed within financial limitations, as evidenced by a typical score of 4.318, and they also believed they are completed on time frame, as indicated by an aggregate score of 3.727. The mean score of 3.250 indicates that participants were undecided about whether the county initiative met recipients' expectations.

The completion dates for county projects were also questioned, and those who participated were asked if the processes for tracking and assessing projects had an impact. The results are displayed in Table 4. 13.

Table 4. 13: Whether Monitoring and Evaluation Systems influence timelines within which county projects are completed.

	Frequency	Percent
Yes	35	79.5
No	9	20.5
Total	44	100.0

According to the data, 79.5 percent of the people surveyed believed that evaluation and monitoring processes had an impact on the deadlines that lie within the county where the initiatives are finished. Considering this, it became clear that the existence of systems for tracking and assessing progress is crucial to the pace at which county undertakings are finished.

4.8 Multiple Regression Analysis

An assessment of the multifactorial effect of all the study's distinct variables (senior management support, capacity development, money available, and stakeholders' involvement) on the performance of the experiment's dependent variable (performance of health projects in Nairobi County) was carried out via the use of multivariate regression analysis. Table 4.14 displays the findings of the multi-regression analysis.

Table 4. 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.864 ^a	0.747	0.721	0.733

a. Predictors: (Constant), Senior management Support, Capacity Building, Financial Resources, And Stakeholders Engagement

Based on the data presented in Table 4.14, the R square was 0.747, which suggests that monitoring and evaluation techniques might account for 74.7 percent of the efficacy of healthcare initiatives in Nairobi County. This demonstrates that the efficacy of healthcare initiatives in Nairobi County may be explained through additional variables outside the monitoring and evaluation techniques adopted for this research. The percentage of outcomes that is capable of being explained by these other factors is 25.3%.

The purpose of this research was to investigate whether there is a substantial connection connecting monitoring and evaluation techniques and the success of healthcare initiatives in the county of Nairobi. The findings are summarized in Table 4.15.

Table 4. 15: ANOVA^a Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.609	4	16.652	28.794	3.56E-11 ^b
	Residual	22.555	39	0.578		
	Total	89.164	43			

a. Dependent Variable: performance of health projects

b. Predictors: (Constant), Senior management Support, Capacity Building, Financial Resources, And Stakeholders Engagement

According to Table 4.15, the fact that the F-calculated value (28.794) is higher compared to the F-critical value (2.6123) as well as the p-value (3.56E-11) is less compared to the threshold for significance (0.05) indicates that the framework can be utilized in the prediction of the effect of monitoring and evaluation practices on the performance of health projects in Nairobi County.

The purpose of this research was to determine the extent to which each component of the monitoring and evaluation methods and the performance of health projects in Nairobi County are related to one another. The findings are summarized in Table 4. 16.

Table 4. 16: Regression Coefficients^a

Model		Non-normalized		Normalized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	12.454	2.701		4.611	0.000
	Senior management support monitoring and evaluation	0.887	0.173	0.858	5.127	0.000
	Capacity building for monitoring and evaluation	0.767	0.298	0.74	2.574	0.014
	Financial resources availability for monitoring and evaluation	0.831	0.282	0.781	2.947	0.005
	Stakeholders' engagement in monitoring and evaluation	0.765	0.284	0.742	2.694	0.010

a. Dependent Variable: performance of health projects

According to the findings, upper management backing, building capacities, money available, and stakeholder involvement all had p values that were significantly lower than 0.05, with the corresponding values being (0.000, 0.014, 0.005, and p =0.01). Since the estimated probabilities of each of the parameters that make up the monitoring and evaluation processes were lower than 0.05, it can be deduced that each variable has a substantial impact on the effectiveness of the

healthcare programs in Nairobi County. It is concluded that the null presumption, which stated that the individual factors that make up the monitoring and evaluation processes do not impact the outcome of healthcare initiatives in Nairobi County, cannot be supported.

This leads to the development of the subsequent model:

$$Y=12.454+ 0.887X_1 + 0.767X_2 + 0.831X_3 + 0.765X_4$$

According to this, the addition of a single point in the assessment of senior management backing in measurement and evaluation would end up resulting in an improvement of 0.887% throughout the overall effectiveness of healthcare initiatives in Nairobi County. Furthermore, the efficiency of healthcare programs in Nairobi County would be enhanced by 0.767 units if there was a unit improvement in the evaluation scores of improving capacity in monitoring and evaluation. In addition, a boost of one unit in the evaluations of money available in M&E might result in an improvement of 0.831% in the overall effectiveness of healthcare initiatives in Nairobi County. In addition, the performance of health projects in Nairobi County would improve by 0.765 units if there was a unit improvement in the scores of stakeholders' engagement in M&E, which would be equivalent to an increase of one unit.

It was determined that the backing of upper management in M&E had the greatest impact on the success of health care assignments in Nairobi County, following the use of financial resources in M&E, then capacity building in M&E, and finally stakeholders' involvement in M&E had the smallest impact on the achievement of health initiatives in Nairobi County. In general, this was the case. Because their p-values were lower than 0.05, each of the variables could be considered meaningful.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This part provides a synopsis regarding the previous chapters' results, examines those results, makes inferences, and provides suggestions for additional investigation. All this research's findings and suggestions were founded on achieving that goal.

5.2 Concluding Remarks

The study's overarching objective was to evaluate the effect of variables such as the uppermost leadership's buy-in, strengthening capacity efforts, the accessibility of monetary funds, and the participation of critical stakeholders in tracking and assessing on the success of healthcare initiatives in Kenya.

The research found that evaluation and tracking mechanisms have well-defined goals, which is a good sign for their continued support from managerial levels. M&E team members may rest sure that their supervisors have given them all the comforts of home and the latest safety gear. Furthermore, evaluation and tracking funding is accessible whenever required, and M&E department managers have the necessary managerial skills.

In terms of capacity building, the study found that team building is crucial for improving the performance and motivation of M&E members. Regular capacity development programs have been implemented, allowing team members to enhance their skills and experience. However, it remains uncertain whether M&E team members have the necessary qualifications, and continuous training and refresher courses are provided periodically.

According to the findings, the success of county initiatives that receive government funding in Kenya is heavily influenced by the accessibility of stable revenues and sufficient financing. The efficacy of a project is affected by other factors, such as prompt financing and oversight and responsibilities procedures inside the framework of monitoring and assessment.

Findings from the study on input from stakeholders point to the importance of M&E processes and the supply of resources to the success of Kenya's county governments' sponsored projects. The effectiveness of a project is influenced by factors such as stakeholder buy-in and well-defined responsibilities in monitoring and assessment.

Taken as a whole, the results emphasize the significance of senior management buy-in, improving capacity, monetary accessibility, and partners' participation in assuring efficient tracking and evaluation methods, all of which influence the efficacy of healthcare initiatives in Kenya.

5.3 Results and Discussion

In this part of the report, the results are compared to the literature review to determine whether the conclusions are consistent or in accord with those of earlier research. The research examines the impact that different monitoring and evaluation approaches have had on the effectiveness of healthcare initiatives in Nairobi County.

5.3.1 Leadership Commitment to Health Project Monitoring, Evaluation, and Performance in Nairobi County

The research shows that systems for measurement and evaluation have well-defined goals, managers has offered basic amenities along with contemporary PPE for M&E staff, that M&E assets are easily accessible wherever they are needed, and that M&E heads of departments have the necessary abilities to manage. Ihuah, Kakulu, and Eaton (2014) remark that management support for the establishment of initiatives or any kind of operation has frequently been considered a critical component that influences the final involvement, either in either positive or negative ways, and their findings are consistent with that view.

Kilonzo (2018) said that the present administration's allocation of funds paves the way for the introduction of M & E. Some examples of these assets include money, knowledge of M&E, and skill sets. Government M&E implementation was also shown to be heavily influenced by the culture of the organization. Sihemi (2016) looked at how adopting various M & E methods affected the progress of existing construction projects at several public institutions in Kenya. The results of the research demonstrated the existence of M&E budgets for construction projects, with allocations made for things like the breadth of major measurement and evaluation procedures and strategies, the factual views and needs of different those involved, including the monitoring and evaluation (M&E) necessities themselves.

5.3.2 Capacity Building in M&E and Performance of health projects in Nairobi County

According to the findings, the M&E team's effectiveness and drive may benefit from engaging in team building activities, and the team itself regularly engages in building its capacity and tasks. Baron (2017) stresses the need of assessing training needs throughout the lifecycle of a project. The author of the study argues that M&E needs to change from process to continuous and additionally that if the undertaking is substantial, the desired results during execution ought to encompass the sort of measurement and evaluation to be conducted and the instructional materials that will be provided. The total amount of employees who need instruction, the sort of individuals who should be prepared, the period of recertification is all impacted by the undertaking's extent, process, and breadth.

According to the results, it is unclear if those who make up the M&E departments have the necessary skills and expertise, or whether they get regular instruction and refresher sessions. According to Bailey, Farmer, Jessop, and Jones (2018), the project's objectives, indicators of success, and execution benchmarks are only a few of the numerous factors that determine the type, duration, kind, and extent of employee education.

Personnel involved with the monitoring and evaluation technique, given an appropriate methodology for inquiry and evaluation, ought to have been well-trained. The success of these endeavours is influenced by how successfully an M&E system is executed. According to Ouma (2018), the accessibility of trained personnel to carry out M & E is crucial to its effective execution. Educating for M&E growth is important, but it is also important to look at how many trained employees within the organization and specifically working on the project there are if you want your M&E strategy to be effective. How much coaching Charity Aid (2018) should provide is contingent upon the level of education for M & E as well as the topics it covers.

5.3.3 Financial Resources in M&E and Performance of health projects in Nairobi County

The research concluded that the success of local government-sponsored initiatives within Kenya is significantly impacted by the reliability of revenue generated on systems for tracking and assessing projects and the availability of enough financing towards systems of assessment and monitoring. Tengan and Aigbavboa (2016) noted weak institutional arrangements; insufficient resources and funding priorities for monitoring and evaluation; the biased linkages that are found

to exist between planning, budgeting for future projects, and the approaches to monitoring adopted and the actual evaluation conducted; the low demand for and use of monitoring and assessment actual outcomes; and subsequently, the collection and storage of low quality data, existence of gaps in the data stored, and inconsistencies within the information as some of the obstacles to the adoption of selected approaches to adopting M&E Systems. The deployment of decision-making structures on the international stage is led by frameworks and regulations.

In addition, the study found that the efficacy of county government-sponsored initiatives in Kenya is influenced to a considerable level by the degree of oversight as well as transparency on systems for evaluation and monitoring. The process of adoption, according to the State Department of State's Program and Project Design Monitoring and Evaluation Policy in the United States of America (2017), starts out with the creation of an expenditure plan for M&E tasks. The objectives and targets of an undertaking should be carefully considered while planning its M&E. Funds allocated to M&E are managed by the State or a separate entity inside another government entity. The funds are utilised in accordance with standard procedures for cash management.

5.3.4 Stakeholders' Involvement in M&E and Performance of health projects in Nairobi County

According to the findings of the research, the degree of engagement in evaluation and monitoring mechanisms and the supply of resources via partners on surveillance and assessment systems are two factors that have a significant impact on the achievement of county government-financed initiatives in Kenya. According to Wambua (2018), the potential of stakeholders to have an impact on critical choices in various projects related to healthcare within community renders them crucial components of discussion when developing proposals to incorporate systematic M&E practices in the management of projects. As a result, project supervisors should take stakeholders into account when developing these recommendations. They are said to have the ability to persuade important people or organizations to participate part in promoting an emerging concept and carry it to its eventual accomplishment.

The research also discovered that the sense of ownership given to stakeholders on evaluation and monitoring processes and specific duties given to stakeholders throughout monitoring and evaluation systems had a significant impact on the efficacy of county government-funded projects in Kenya. The results pertain to Bonareri and Kisimbii (2020), who claim that limited engagement

in data collecting for M&E has a negative influence on the results, thereby stressing the necessity of involvement throughout the very beginning of the process. These results have been interpreted as supporting the outcomes of Bonareri and Kisimbii (2020).

5.4 Conclusion

In summary, the research came to a finding that the backing of senior management for monitoring and evaluation (M&E) procedures has a considerable and favourable effect on the effectiveness of healthcare initiatives in Nairobi County. Administrative assistance systems place an emphasis on the use of knowledge assets for the purposes of preparing and decision-making choices. These systems provide helpful insights that are derived from the analysis of data from within and outside the organization using a variety of methods.

It was discovered that improving one's organization's capabilities in the areas of management and evaluation has a sizeable and beneficial effect on the success of health programs in Nairobi County. Increased security and excellence in the company are the result of a combination of factors, including trained staff, oversight, and a stringent procedure that detects important problems and resolves the fundamental causes of those problems. Training your workers effectively in M&E may improve management daily, which in turn leads to higher quality work and enhanced project performance.

The supply of funding was yet another critical issue that influenced the execution of the task at hand. The identification of main problems in gathering resources included the sourcing of resources and the safeguarding of those resources; nonetheless, it was determined that realistic estimates and planning for M&E were vital for successful project scheduling. An elevated level of excellent outcomes in healthcare initiatives was achieved in large part thanks to the contributions of both human and financial variables.

It was discovered that stakeholder engagement in M&E had a considerable impact, both advantageously and, on the project's success. Determining that there were no roadblocks to the implementation of the endeavour and improving the standard of the M&E data required an efficient management of the engagement of all stakeholders. However, the research also found that the engagement frequency of stakeholders was low, and that in general, the amount of participation of stakeholders was of lesser importance. This had a negative influence on the achievement of

healthcare initiatives in Nairobi County. In the end, the degree of stakeholders' inclusion was fewer relevant.

In general, the findings of the research emphasize the significance of upper management support, skills training, accessibility of money, and stakeholder involvement to improve the overall performance of health programs in Nairobi County. Better project results may be achieved by the implementation of methods that aim to enhance these elements, which may be beneficial to the general efficacy of healthcare efforts in the state.

5.5 Recommendations

The first step toward improved leadership in health initiatives in Nairobi County is to include the feedback of the higher-ups. In planning, we try to pinpoint the reasons behind observed patterns and occurrences. Although the M&E planning procedure is the most effective means of determining healthcare initiatives' aims and developing the policies, processes, and programs essential to achieving the objectives of the project, administrators of programs should utilize it to adjust the project as needed.

The results of this study provide enough evidence to base several suggestions for enhancing the effectiveness of health-related initiatives in Nairobi County. Getting all relevant parties involved in the undertaking's administration procedure is step one in making sure everyone is happy with the result. Organizations will benefit from improved communication and fewer disagreements because of this involvement's efforts to enhance institutions via education and training.

Second, the government should organize training seminars focused on monitoring and evaluation for stakeholders, providing them with the necessary skills and knowledge to effectively carry out these practices. Additionally, within the organization, staff training practices should be prioritized to ensure personnel are well-equipped in monitoring and evaluation techniques, leading to improved performance in health projects.

Third, adequate financial resources should be allocated to monitoring and evaluation processes. This requires an effective budget allocation process, ensuring timely availability of funds for successful implementation. It is also essential to prioritize resource mobilization efforts, securing the necessary funding for health projects in Nairobi County. County officers should allocate

financial resources in line with organizational policies and discipline, with active community involvement playing a vital role.

Lastly, organizational management should prioritize capacity building practices. Development organizations should engage in planned interventions, such as technical assistance and training courses, to build specific skills and contribute to the achievement of development goals. Capacity building in monitoring and evaluation should be viewed as a social process that shapes the organization's future objectives and enhances overall project performance.

These suggestions, if implemented, will contribute to the efficiency of wellness initiatives in Nairobi County, contributing to better results, happier those who matter, and more long-term growth in the area.

5.6 Recommendations for Future Studies

Researchers in Nairobi County, Kenya set out to determine how monitoring and assessment procedures affect the success of health-related initiatives. More research is needed to replicate these experiments across several industries in Kenya and compare the results. The study's results indicate that healthcare initiatives involving health programs with adequate monitoring and evaluation methods have enhanced effectiveness and call for the incorporation of extra factors indicating monitoring and evaluation techniques. In addition, just four aspects of M&E processes are examined here: top-down backing, internal training, external funding, and stakeholder participation. In addition, further research must be conducted in various regions so that findings may be compared.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Diana A. Oluoch

The University of Nairobi,

Faculty of Business and Management Science

P.O Box 30197-00100 Nairobi Kenya

February 24th, 2022

Dear Respondent,

I am a Master of Arts in Project Planning and Management student at the University of Nairobi's Faculty of Business and Management Science. Currently, I am doing a prerequisite academic research project titled "Monitoring and Evaluation Practices on Performance of County Health Projects in Kenya: A Case of Nairobi County.

Please find attached the questionnaire for collecting data that were used in the above-mentioned study. You have been nominated as one of the respondents. Hence, kindly answer the questions as means of the data collection process. This information will be purely for academic purposes and will be given the highest confidentiality it deserves.

Thanking you in advance.

Sincerely,



DIANA A. OLUOCH

APPENDIX 2: RESEARCH QUESTIONNAIRES

The key purpose of formulating and creating this questionnaire is to use it for data collection from the project Committee Chair, Programs Director Expert and National Government Representative on County Government Funded Projects in Nairobi County. This questionnaire's responses were used to compile instructional reports based on the information gathered. I therefore kindly request you provide honest and accurate information. If you have any clarity do not hesitate to talk to me or my research assistant. Kindly tick the appropriate box as indicated in the space.

SECTION A: GENERAL INFORMATION

(Please Tick (√) where appropriate)

What is your Gender Status?

Male Female

What is your age category?

21 to 30 Years 31 to 40 years

41 to 50 Years Over 50 Years

How long have you been involved in Project/Program Management?

Less than 5 years 6 -10 years

11 to 16 years Over 16 years

What is your highest level of academic qualification?

Diploma/Higher Diploma Undergraduate degree

Master's Degree Post (PhD) Degree

SECTION B: RESEARCH OBJECTIVES

OBJECTIVE 1: SENIOR MANAGEMENT

On a scale of 1-5 where ;1 = Very little extent. 2 = Little extent3 = Moderate extent, 4 = Great extent, and 5 = Very Great extent. Kindly tick (√) the most appropriate statement in relation to Senior management

OBJECTIVE 1: SENIOR MANAGEMENT

STATEMENTS	1	2	3	4	5
Monitoring and evaluation systems have clearly defined objectives.					
Leaders in M and E departments have required management competences					
Provision of resources for M and E are available throughout when required.					
The leadership has provided basic amenities and modern personal protective equipment for M and E team members.					

Kindly Indicate How Senior management have contributed to improving M And E Systems on assisting performance of county projects

OBJECTIVE 2: CAPACITY BUILDING

STATEMENTS	1	2	3	4	5
M and E Team go through Capacity development periodically and experienced the task					
M and E Team members have Skills and knowledge prerequisite qualifications					
M and E Teams members have continuous training and refresher courses periodically					
Team building is key to improving the performance and motivation of M and E Members					

How do think Monitoring and Evaluation system team members competence help and improve performance of the County Funded project

OBJECTIVE 3: FINANCIAL RESOURCE

Monitoring and Evaluation Systems Influencing Performance of County Government Funded Projects in Kenya: A Case of Nairobi County.

STATEMENTS	1	2	3	4	5
Adequate funding for Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					
Timely funding on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					
The consistency of cash flow on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					
Control and accountability on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					

State how you think Financial resources on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya

OBJECTIVE 4: STAKEHOLDER ENGAGEMENT

STATEMENTS	1	2	3	4	5
Ownership to stakeholders on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					
Provision of resources through stakeholders on Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					
Defined roles to stakeholders during Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					
Level of involvement in Monitoring and Evaluation Systems Influence Performance of County Government Funded Projects in Kenya					

Are project stakeholders identified based on their influence? YES () NO ()

DEPENDENT VARIABLE:

PERFORMANCE OF COUNTY GOVERNMENT-FUNDED PROJECTS

STATEMENTS	1	2	3	4	5
The county's projects are finished on schedule.					
County Projects are accomplished under budgetary constraints.					
County project meets beneficiaries' expectation					

Monitoring and Evaluation Systems influence timelines within which county projects are completed.

YES ()

NO ()

APPENDIX 3: LIST OF PROJECTS IN NAIROBI COUNTY

- Construction of TB clinics at Mama Lucy Hospital
- Kagundo Road fire station
- Renovation of Mbagathi Hospital
- Renovation of City stadium
- Building of modernized kiosks in California Ward