MONITORING AND EVALUATION PRACTICES AND IMPLEMENTATION OF COMMUNITY BASED ORGANIZATION PROJECTS IN KIBERA SLUMS: A CASE OF USHIRIKA FOUNDATION, KENYA

BETTY ELIVER ACHIENG

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DECLARATION

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

Signature **Date:** 6th November, 2023.

Betty Eliver Achieng

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This research project has been submitted for registration with my approval as the University Supervisor.

Signature: **Date:** 28th September, 2023

Prof. Charles M. Rambo, PhD

Department of Finance and Accounting

Faculty of Business and Management Sciences

University of Nairobi

DEDICATION

This report is a dedication to my extraordinary children—Zoey Tayzanna Ruby and Shady Christian Amor. Their influence motivates me to excel in my academic pursuits. When I faced moments of discouragement, the thought of them provided the strength and optimism I needed. They hold immense significance in my life. This is also to my late brother, Shady, acknowledging the support he would have offered if he were here. I can imagine his pride in witnessing my achievements, and even in his absence, I pay tribute to him.

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ABBREVIATIONS AND ACRONYMS

NGOs:	Non-governmental Organizations
CBOs:	Community Based Organizations
M&E:	Monitoring and Evaluation
PMBOK:	Project Management Body of Knowledge
UNHCR:	High Commissioner for Refugees of the United Nations
UNDP:	UN Development Programme (UNDP)
OECD:	Organization for Economic Corporation and Development

ABSTRACT

Monitoring and evaluation are critical techniques for assessing the performance and efficacy of initiatives or programs. Most of the organizations in Kibera's slums do not adopt M&E practices, and this makes them to perform badly. Clients in the public and private sectors, notably NGOs and CBOs, place a high value on project execution and success. A well-thought-out timeline must be set for a project to be successful, and critical success criteria must be identified. Monitoring and evaluation are critical for following project operations and deciding whether they are on track to meet the project's objectives and the main components of a project's performance and execution. The goal of this study was to find out how community-based organizations (CBOs) in the Kibera slum implement projects based on monitoring and evaluation procedures, as well as to help organizations realize the importance of having effective monitoring and evaluation procedures. This research was based on four variables: data management and dissemination, project design and planning, capacity building and data distribution. The work was guided by three theories: Results-oriented constructivist management theory with a focus on results on performance. This research employed a descriptive research approach to gather a combination of qualitative and quantitative data, facilitating a thorough and detailed exploration of the phenomenon being studied. The investigation centered on the Ushirika Foundation, a Community-Based Organization (CBO) situated in the Kibera slums. The study's scope was limited to a population of 50

individuals. Utilizing Krejcie and Morgan's formula, a sample size of 45 respondents was determined, encompassing the CBO director, project coordinators, M&E officers, and CBO staff. The primary data for the study was collected through the use of questionnaires and an interview guide. A modest sample was purposely chosen for the pilot study to provide insight into what to expect from the actual sample size. The pilot sample was taken from a group that shared characteristics with the actual target population. According to Wilson and Sapsford (2006), the planned design of the pilot sample allowed for the complete range of possible responses from the organization's staff. A pilot study included a small sample of 15 project employees—roughly 33% of the sample size of One Girl Can, a CBO that conducts analogous operations in the Kibera slum. Future study options for this project include doing comparable studies across many firms working on relevant projects and assessing the efficacy of M&E methods implemented by those who do not.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project performance and execution are crucial to clients in the public and private sectors, particularly NGOs and CBOs. Establishing a well-planned timetable and being aware of crucial success elements are necessary for a project to succeed. These two help the stakeholders involved to make informed decisions in regards to the project implementation to realize its success. As required by research community, what then are the determinants of project success? The factors include effective planning, careful execution, prompt and suitable information exchange, managerial staff of stakeholder expectations, adhering to best practices, use of structures and designs, monitoring and assessment to check progress and evaluation of results to understand if the project is on track, as well as capacity building for M&E.

Success in non-governmental and community-based organizations can be ensured by determining the root cause of subpar performance and taking appropriate action to address it. This is where monitoring and evaluation (M&E) become important, as it is necessary to identify the aforementioned factors. As such, the process of monitoring necessitates the regular and ongoing evaluation of a program's plan. However, evaluation entails determining, judging, or evaluating a program by evaluating its worth, value, and quality. To evaluate how the predefined objectives are attained, a comparison between the current and previous conditions is necessary (RoK, 2000). M&E protocols must be followed by for-profit, nonprofit, and quasi-enterprise entities. Any organization can benefit from these procedures since they enable them to accomplish a number of functions which include but not limited to ensuring there is transparency and accountability, in systematic management of an organization, enhancing effective resource allocation as well as improved project performance. M&E practices that lead to successful projects include data management and dissemination design and planning, M&E, application of M&E outcomes. Project success in most Kenyan CBOs and NGOs would be difficult without the efficacy of M&E methods. M&E processes in CBOs aid in steering initiatives in the proper direction, resulting in the organization's success (UNDP 2014). M&E project operations include tracking, reviewing, and

controlling progress in order to satisfy the performance targets stated in the project management plan, resulting in project success.

1.1.1 Monitoring and evaluation practices

Monitoring and evaluation are critical components of project implementation and performance since they allow one to track project activities and determine whether they are in line with the project's stated purpose. Monitoring determines a project's capability, utilization, sufficiency, and efficacy in attaining its aim. However, evaluation is done frequently to monitor changes in project results, impacts, and outcomes (Ochola 2018). Hobson, Mayne, and Hamilton (2014) identified M&E practices that impact project performance, including planning for M&E, including all stakeholders, logical reporting, effective and efficient resource allocation, and continuous learning for better decision making. Community involvement, resource accessibility, technical expertise, planning procedures, and analysis of M&E data collection all contribute to project performance improvement (Melat 2018).

As per the PMBOK (2017), evaluation and monitoring comprise several interconnected domains, such as time management, efficient results dissemination, audit, and suitable resource allocation and utilization to facilitate continuous project performance enhancement. Khan (2013) posits that various factors, including inadequate stakeholder management, inadequate structural organizational designs, budget overruns, organizational structure failure, subpar communications, interrupted project and start-up identification, and delayed activity implementation, are responsible for failure. Early-stage analysis of various interest groups leads to increased understanding, sustainability, and improved quality through increased awareness and capacity building (Khan 2013). Monitoring and evaluation practices shouldn't be left to consultants and top management.

Monitoring project progress is an important part of project management. M&E has recently developed to be an important aspect of project management that managers utilize to examine performance and results. Wambua (2019) and Abdi (2018) define monitoring as an ongoing process of gathering and evaluating data with the aim of supplying preliminary indications of the efficacy of a project. Evaluation uses data and statistics from monitoring equipment to look for patterns in the impacts and outcomes of a project. Askari (2011) defines monitoring as a continuing management role that aims to give project managers regular input and to show progress—or lack

thereof—in the direction of achieving predetermined goals. By obtaining and analyzing data it gathers and evaluates data on programs, processes, and results, compares actual performance to predefined expectations, and then offers corrective actions. It assists project managers in preparing for and guiding change, as well as tracking project progress, outcomes, and effects. (Kiura, 2017).

1.1.1.1 Project design

According to Stephanie Ray on August 29, 2018, project design is the deliberate structuring of ideas, tools, and procedures to achieve a certain purpose. It is one of the first responsibilities a project manager has for a particular undertaking. At this point, decisions regarding the project's management and governance are made. For non-governmental organizations, problems and solutions are the main focus of project design. It therefore involves identifying an issue that could potentially impact a target group, either now or in the future. By defining important components in the design project, the four Ws of the project—WHERE, which is the internal and external environment; WHEN, which is the time frame; and WHO, which is you and the beneficiaries—are addressed. Every facet of the project, including who will be responsible for its completion, is described in the proposed project.

Isiolo and Marsabit Counties were used as case studies in Abdi and Mbugua's (2019) investigation of how project design affected the successful implementation of devolved governments' initiatives in Kenya. The underlying presumption was that project design had an impact on how well programs were implemented at the community level. 56 members of the project management team and participants from 320 houses made up the sample. The staff members' information was gathered by the researcher using questionnaires and interviews with the leaders of the households. Descriptive statistics were employed in the analytical tests. The results demonstrated that project design had an impact on how County-funded infrastructure programs were implemented in Isiolo and Marsabit. Other deciding factors included project management, resource accessibility, community involvement, and participant commitment.

Planning, according to Gyorkos (2011), is the decision-making process that happens before execution and is meant to produce a desired result via methods of execution. The questions of what, by whom, with what, and when are also answered by planning. Planning's objective is to assist the management of the organization in carrying out their primary duties for coordination, communication, and implementation of project components with the various stakeholders involved

(Kelly and Magongo, 2014). Setting performance standards is made easier by this procedure. It is a discipline that also addresses how to complete a project on time, usually with predetermined resources and stages. Project planning may be structured using measurable goals, setting deliverables, and scheduling.

1.1.1.3 Data management

The practice of gathering, organizing, securing, and maintaining organizational data so that it may be utilized for analysis and decision-making is known as data management. It is crucial for every initiative to succeed in this regard. It is important to have a clear database of information within the project as well as data regarding beneficiaries and any resources used to achieve the happenings, as well, dissemination of the said data to the responsible stakeholders is vital. Mostly, this is done through monthly, quarterly, semi-annual and annual reports, acquittal reports, in board meetings, general information when asked casually. This helps keep everyone in the loop of what is taking place as regards to the project. It is said behind every successful project, there is a great data management system.

1.1.1.4 Capacity building for M&E

Building capacity means making improvements to a person or a business so that they can function or perform more effectively. It is also the process of enhancing both the resources that organizations need to perform better and the skills and talents of the personnel who need to use those resources. Building staff capacity for M&E is crucial because it enables those who do the task to become more capable, perform better, and produce better results. Because it entails enhancing the varying skills of all participants, capacity building is crucial (IFRC, 2011).

Capacity building can be informal, in which case training occurs through on-the-job experience, or formal, in which case staff members receive scheduled training. The development and training of M&E personnel is regarded as being one of the tasks that makes a project successful. It is always evaluated based on how long it takes to teach participants, what they learn, and how well they apply the knowledge they get.

1.1.2 Implementation of community-based organization projects

Project implementation can also be referred to as project execution. This is the phase in which ideas, plans, and schemes are realized and actual action is taken. Execution is the act of

implementing plans and strategies into practice to accomplish strategic objectives and goals. Effective project implementation is demonstrated by the successful delivery of a service to stakeholders and/or recipients. Project management that follows the established scope, schedule, and budget is essential to its success (Houston, 2008). We can say whether the project was successfully implemented when its needs and results are met, delivered at a reduced cost, and in the projected time frame.

M&E practices are also required for project execution in order to complete the activities outlined in the project management plan and meet project standards (Omwaka and Wanyoike, 2016). CBOs are usually managed by individuals who are already a part of the community and operate within (and hence have direct access to) the communication, according to UNHCR Innovation Service (2020). CBOs' major goals are to give financial and technical assistance to communities, as well as to organize, carry out, and monitor social and economic development initiatives through a variety of activities.

1.1.3 Community based organization projects in Kenya

Community-based organizations (CBOs) have a long history dating back to the American Civil War, when charitable organizations were formed to help those who had been dispersed, rendered crippled, or left penniless as a result of the conflict. Between the years 1980 and 1990, CBOs reached a size where they were considered to as a movement, and this was the time when community organizing spread to a large number of community groups. Power transferring from local communities to regions, nations, and multinational companies was the main challenge that surfaced during this time. The emergence of international and national organizations was a result of concerns highlighted by the process of globalization regarding the effectiveness of local groups in resolving issues brought on by powerful financial forces.

CBOs in Kenya started as self-help organizations in the 1960s, when Mzee Jomo Kenyatta, the country's first president, started to promote grassroots development by getting people together in the spirit of what was known as Harambee. This mindset was based on the knowledge that one could not carry out goals or acts alone, but instead would need assistance from other society members. Most self-help groups continued to expand thanks to the Harambee mentality.

In Kenya, there are reportedly upwards of 41,000 CBOs. The majority of these groups are member status organizations that provide services to their members in addition to their charitable contributions to society. They frequently function as locally based non-profit organizations, and they are vital in providing a forum for people to discuss their issues and available resources. These groups work to close the social gap between the "essentials" and the "less privileged." Contributions from the organizational stakeholders, society, and local and foreign benefactors serve as these organizations' primary sources of funding.

CBOs are known to face a range of challenges when managing their programs. Research conducted in Kenya on the long-term viability of community-based programmes found that undercapitalization, inadequate training, and subpar leadership are the main problems facing these organizations. The investigation also indicated a considerable gap between these organizations and their funders. Therefore, it is exceedingly difficult for these groups to handle not only the pressing problems affecting communities today but also the problems endangering their own existence unless they are strategically positioned. This serves as the foundation for this strategy plan.

There has been a rise in the number of CBOs in Kibera slums in the last few years and as much as most of them are brief case organizations, there are those that are doing a good job in poverty alleviation. Most of these CBOs do not follow the due processes and don't follow the best practices to realize their projects success which is why this study is being carried out. (Antony M. Wanjohi WBC managing editor, 2011)

1.1.4 Community based organization projects in Kibera slums

6.6 kilometers (km) from the city center is the Nairobi area subdivision of Kibera. The biggest urban slum in Africa and in Nairobi both, it is. While Kibera has a population of 250,000 people dispersed around 2.5 kilometers2 (Concern Worldwide, 2020), some sources claim that the true figure is between 500,000 and well over 1,000,000. The majority of Kibera's population works for less than $1.00 per day and are in abject poverty. The percentage of the population that is unemployed is significant, at roughly 50%. Most of the employed workforce is semi-skilled or unskilled with the majority engaging in casual jobs; domestic work, artisan work and operating small scale businesses. Most of the residents of Kibera live in tiny little shanties that they call home. The structures measure approximately 10x10 feet with an average household having up to

6 to 8 members. Most of the households are women or child-headed. The slum is characterized with conditions such as poor sanitation, inadequate social amenities, food insecurity, inadequate security and poverty. The local population has adopted retrogressive practices including; poor family planning, gender bias practices such as particular gender preferences and gender-based violence.

Additionally, there are many people living with HIV/AIDS in the slum, and rape and assault incidents are frequent. Few schools exist, and the majority of parents cannot afford to send their kids to school. Water being a limited resource, infections brought on by poor hygiene is common, and the vast majority of residents lack access to essential utilities like access to water, legitimate electrical connections, and medical care. Kianda, Soweto, Gatwekera, Lindi, Makina, and Kwa DC are among the settlements that make up the slum.

There are numerous active local and foreign organizations in Kibera that collaborate closely with the locals to deliver both short-term and long-term solutions. Examples of such organizations include Plan International, Shining Hope for Communities, Carolina for Kibera, Kibera Community Empowerment Organization, AVSI Kenya, St. Vincent De Paul, Lazarus Community Focus Development Foundation, Amani Kibera, Wanawake Kwa Wanawake, and Edmund Rice Centre Nairobi among others. The majority of these organizations concentrate on issues affecting women, such as sex education, spousal abuse, high prevalence of AIDS and other sexually transmitted diseases, and educational opportunities. However, the majority of these initiatives fail to consider locally based, sustainable socioeconomic reforms. Most of the programs are tailor made to meet the immediate and short-term needs of the beneficiaries. This often leads to a vicious cycle of the same problems

There has been an increase in the number of CBOs being registered in Kibera slums. This is because of the nature of Kibera from its demographical to geographical background. Demographically it is strategically placed for donors. This is because of its population which is regarded poverty-stricken hence putting it at a better place to receive help from western countries. Donors cannot just give help to individuals unless through a registered organization which is why many people have come out to register CBOs. These CBOs do not however have clear M&E designs and plans, no staff except for volunteers who are called upon as needed and if there are, no capacity building to improve their skills to enhance their performance, there's no clear data

management and clear channels for information dissemination except for a few. Very few of these CBOs put into practice the monitoring and evaluation practices hence can talk of success.

1.2 Research Problem

Monitoring and assessment are critical whether an organization is new or has been around for a while. It supports organizations in making critical management and resource allocation decisions, as well as determining which projects to keep and which to abandon. Therefore, M&E are essential for determining accomplishments of the project and the organisation; these processes also take into consideration increased accountability and openness (World Bank, 2011).

Most projects in Kibera slums are mismanaged hence perform dismally due to poor use of Monitoring and evaluation practices. This because there is no means of following up on how activities are being out to ensure efficiency and also to see if the projects have positive impacts in the community. UNDP carried up research in 2011 to evaluate the impact of M&E procedures on the project's effectiveness in order to determine what ought to be improved in order to enhance project performance. Research covered all regions of the world, the global management level and corporate levels in five countries: Argentina, Moldova, Zambia, Egypt, and Indonesia. According to the survey, M&E procedures are crucial for NGOs all over the world when implementing projects. The report advocated a knowledge management system, staff capacity assessments, complete management commitment in project delivery, and an organization that holds itself accountable for project results. (UNDP, 2011).

It is difficult to know if an organization is making any impact in the lives of community members or not if it does not have an M&E practice. It is also hard to make any important decisions without this tool. Because poorly designed monitoring and evaluation has resulted in poor management, the project's success is jeopardized if M&E is also poorly created (World Bank, 2011). Chesos (2010) and Mamer (2010) claim that despite having M&E structures in place, the majority of organizations do not have effective monitoring practices because of asset misuse, conflicts of interest, poor communication, and poor planning. As a result, they are unable to deliver results that meet stakeholder expectations. Usually, the cost of such a system is cited as the reason why it isn't used in companies.

Most organizations in Kibera do not put into practice monitoring and evaluation practices hence it is hard to tell what impact they have in the community meaning most projects are just done without monitoring to know whether they are really what the community needs or not. This is why there is replication of similar projects by different organizations leading to so many "brief-case" organizations in slum without impact. As well lack of proper monitoring and evaluation system may lead to an organization being void because of doing similar projects year in year out which do not influence the lives of the community people in a positive way hence closure due to inability to sustain their projects because of loss of donors. Thus, the purpose of this study is to determine how monitoring and evaluation procedures influence project execution in CBOs in Kibera slums, as well as to help organizations understand why they need excellent monitoring and evaluation practices.

1.3 Research Objectives

The following goals served as a guide for this investigation:

1.3.1 Main Objective

To find out how community-based organization projects are implemented in the Kibera slums and how monitoring and evaluation practices affect those projects:

1.3.2 Specific Objectives

The study aimed for and fulfilled the following particular goals:

i. To determine how project design affects CBO project implementation in Kenya's Kibera slums.

ii. To determine how project planning affects the way CBO projects are implemented in Kenya's Kibera Slums.

iii. To ascertain the impact capacity building for M&E has on CBO project implementation in Kenya's Kibera slums.

iv. To investigate how data distribution and management affect CBO project implementation in Kenya's Kibera slums.

1.4 Research Questions

The study studied and addressed the following research questions:

i. How does project design affect CBO project implementation in Kenya's Kibera slums?

ii. How does project design affect CBO project implementation in Kenya's Kibera slums?

iii. How do data distribution and management affect the way CBO projects are implemented in Kenya's Kibera Slums?

iv. How does M&E capacity building affect CBO project implementation in Kenya's Kibera slums?

1.4.1 Research Hypotheses

In the investigation, the following hypotheses were examined:

i) Ho: In the Kenyan slum of Kibera, there is no discernible correlation between the project design and the implementation of CBO projects.
ii) Ho: There is no clear association between project planning and CBO project implementation in Kenya's Kibera Slums.
iii) Ho: There is no clear association between project design and CBO project implementation in Kenya's Kibera Slums.
iv) Ho: CBO project delivery in Kenya's Kibera slums has no visible relationship to capacity building for M&E.

1.5 Significance of the Study

This study's findings may potentially contribute to the body of knowledge on monitoring and evaluation and its implications for project implementation in NGOs across the country, as well as assist small CBOs working locally, particularly in the Kibera slums, in improving and growing their performance. Furthermore, it is expected that the study's findings would support these Community-Based Organizations (CBOs) in enhancing the lives of the individuals they assist and provide extra money if needed. It will be significantly easier for the groups to obtain more funding to meet their objectives if they have an efficient monitoring and evaluation system in place.
The study's empirical results have the potential to greatly advance our knowledge of monitoring and assessment practices. The scientific community can make advantage of the study's findings.

1.6 Limitations of the Study

It was difficult to recruit respondents for the data collection activity since some recipients were hesitant to engage in this study. The respondents all agreed to take part in the study by filling out questionnaires after it was made clear that the results would only be utilized for research purposes. Given the nature of their employment, which included fieldwork, convincing certain M&E personnel to complete the questionnaires proved difficult; callbacks were scheduled to address this issue. However, after it was clarified that the study was exclusively for academic purposes, there were no reservations.

One additional constraint encountered throughout the research was the unavailability of certain participants owing to prior obligations. In order to address this, I rescheduled meetings and held them at a later date.

1.7 Scope of the Study

Although similar organizations were available in Kenya implementing similar projects, this research was restricted to Nairobi County, specifically Kibera, and the largest slum in Kenya with a high number of organizations implementing various projects. Consequently, it was necessary to ascertain whether M&E practices were crucial in their roles. To get information, I conducted one-on-one interviews and questionnaires. The study's target demographic was the Ushirika Foundation personnel, which comprised the CBO director, project coordinators, M&E officers, and other CBO staff members. Forty-five of them were selected at random for the research. A descriptive research approach was used.

The variables that were examined included M&E design, M&E planning, capacity building, data management, and information dissemination.

1.8 Assumptions of the Study

The researcher had high hopes that the responders would provide accurate and true information. Additionally, the researcher anticipated that the employees of the Ushirika Foundation would be amenable to having the study done at their place of employment and would react to the research instruments in a timely, truthful, supportive, and objective manner. Finally, the study relied on the

premise that decision-makers from different agencies would authorize the necessary permits to gather data from a variety of participants.

1.9 Organization of the Study

This project was divided into three sections: the backdrop of the study, the issue statement, the overall objective, the specific objectives, the research question and hypotheses, the significance of the study, and the constraints.

Theoretical reviews of result-based management theory, constructive theory, and theory of performance are covered in Chapter 2. Additionally, it offers conceptual framework, empirical studies, and research gaps.

The third chapter, which discusses the criteria used to gather the data and the analysis techniques applied. It goes on to address the research participants as well as all of the ethical guidelines that were followed. Data analysis and interpretation are covered in Chapter 4, and a summary of the results, conclusions, suggestions, and topics for more study are included in Chapter 5.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains pertinent studies on the effect of M&E on project success. This chapter examines the variables under investigation as well as their connection to the dependent variable. It also provides the theories that guided the research and conceptual framework.

2.2 Theoretical Review

Theoretical review is important as it helps establish what theories already exist and the relationships between them. A theoretical approach in monitoring and evaluation can be used to describe a body of information that aids in comprehending the study and application of M&E from many angles (Waithera & Wanyoike, 2015). The two theories discussed below help understand the concept above.

2.2.1 Result-Based Management Theory

This is the primary theory of the study. The origins and precise timing of the idea are uncertain, although according to the Kellog Foundation's logic model, it was developed by the Organization for Economic Cooperation and Development (OECD) (Binnendijk 2000). In 2004. Outcome management is defined by the OECD as a management style that values performance and achievement in terms of output, outcome, and effect. This method gained popularity in the 1990s under the leadership of the Organization for Economic Cooperation and Development (OECD), beginning with the Australian government in the mid-1980s. As the name says, it is result-oriented and concentrates on the outcomes from the start of the cycle.

This method focuses on examining how a program devotes its resources to assessing long-term outcomes rather than just short-term outcomes and on monitoring performance rather than just spending. As in the frequently asked inquiry, "What were the outcomes?" (Zak Kusek and Rist, 2004) The "what" question this strategy is utilized to provide project accountability trail.

Log frames, logic diagrams, or the more adaptable theory of change are all common planning tools for this type of M&E. (Davies, 2002). The approach is predicated on the notions of causality,

cause-and-effect relationships, and linearity, i.e., if we do this, this will occur and this will change. Planning and strategy are what make the direct consequence theory so powerful.

The key principles of this theory are simplicity, which means that it tries to identify strategies that are easy to understand and put into practice, transparency, which means that by using well-designed and well-chosen indicators, it should be possible to provide a clear picture of what the project is doing and where it is going. Another assumption is action learning which means that RBM integrates the learning cycle. As well, key assumptions of this theory are that organizations will get the resources needed for implementation without fail and that all relevant stakeholders will do what they are supposed to do to ensure that results are achieved.

One major limitation or critique of RMB is that it is merely focused on planned goals and objectives leaving aside that changes that may take place without considering that a lot of unexpected situations can occur during the implementation phase.

This theory was pertinent to the study since most community-based organizations in Kibera and around the country need to evolve around result-based management with something to show for. The idea is applicable to the study because it enhances accountability and transparency, allowing interventions to complement one another and avoid duplication and waste, which is the purpose of M&E. In this study, this theory is strongly related to one major practice of monitoring and evaluation, which is M&E design and planning, which is critical in ensuring the success of project implementation. It also has a strong connection to project design, which is an M&E profession.

2.2.2 Constructivist Theory

This idea was created and its roots can be found in Jean Piaget's work in educational psychology (1896-1980). Piaget concentrated on how people derive meaning from the interaction of their thoughts and perspectives. This theory assumes that people drive the creation of innovations and the mechanisms of societal change. To accomplish this, they talk and negotiate (Guba and Lincoln, 1989). The measurement and evaluation of the evolution of the collective learning process is a significant focus of this theory. Instead of defining the "what" question, they emphasize how the "how" question helps to start and sustain successful group learning processes. The strength of this philosophy is that it encourages the interchange of ideas. The many points of view are beneficial to the project's interactions and educational experience.

This idea, however, has some flaws, including some people not being driven enough to actively participate in the learning process, insufficient prior knowledge, humiliation in showing one's deficient understanding, and a need for certainty. Critics believe it is overly utopian rather than pragmatic.

This theory related to this study because for a project to succeed staff working therein must relate and share ideas through capacity and team building sessions where they learn from each other which then leads to growth of an organization. The notion is related to another essential component of M&E practices, which is capacity building for M&E, where the project team learned from one other through capacity building, ensuring project success. Another way in which this theory relates to the study is on emphasizing on the importance of understanding the experiences, perception and knowledge of those involved in the project. Capacity building is the variable or M&E practice that this theory relates with perfectly.

2.2.3 Theory of Performance

This theory was pioneered by Wallace Bacon (1914-2001). However, two American anthropologists are considered the fathers of performance studies- Victor Turner and Richard Schechner. According to it, People strive to do well, and when they succeed, they have the confidence to encourage the growth and learning of others. 2011 saw the publication of a study titled Theory of Performance by Don Elger of the University of Idaho. According to him, performance is the achievement of outcomes following an action. His point is that there is a difference in the achievement of a single person and that of a group, such as a committee or an organization. This is close to the definition offered by Sonnentag and Frese in 2005, who noted that performance is characterized as effectively completing the task for which one was employed. They define performance as just acts relevant to organizational goals, rather than any behavior.

Elger (2011) contends that performance can be compared to a journey using this notion. One may say that a person's or an organization's performance is a characteristic of how well it is working for them right now. For instance, a manager with greater performance levels is able to better organize people and resources to deliver higher-quality outputs more quickly. The idea goes on to establish further markers of improved performance like improvements in outputs, team member expertise, and the quantity of goals set and attained. Reduced spending on resources and an

organization's capacity to take on more difficult initiatives quickly are other signs of high performance. Due to less waste and less resources needed to generate excellent results, costs decrease at high performance levels (Nyanza, Mukulu & Iravo, 2015). The success of our dependent variable, which is determined by indices of timeliness, cost, quality, and project sustainability, is consequently supported by this theory.

This idea is applicable to the study since performance is tracked and monitoring and evaluation provide reasons for an observed project state. This theory focuses on the planning part of M&E activities.

2.3 Empirical Studies

2.3.1 Project design for Community Based Organization Project implementation

Following a project cycle is typically essential when presenting a development project. This entails assessing the project's importance, setting goals and priorities, figuring out what resources are required, and making sure that the appropriate technical know-how and abilities are there. According to Amadi (2017), this first stage of ideation is the start of the project's design. Amadi (2017) investigated how project design affect CBO project performance in Kakamega, Kenya, using a comprehensive literature analysis. The author emphasized the need of involving all project stakeholders in planning from the start of the project design phase and soliciting their feedback on the best approaches to execute the project. Amadi (2017) incorporated 14 papers into the conceptual framework and conducted a thematic analysis as well. It was found that developing trust with sponsors, project managers, and the public requires community involvement in project design. Amadi (2017) found that early community participation and the start of project design had a major influence on the outcome and achievement of the project. Additionally, Miki et al. (2017) focused on variables affecting Kisumu County livestock technology programmes financed by ILRI that are sustainable. The study used the Stakeholder Participation Theory, Resource Dependence Theory, and Technology Acceptance Model as theoretical pillars to investigate the effects of project design, including money, stakeholders, information, and technology. A total of forty-five more people participated in the study, increasing the sample size. Descriptive statistics and questionnaires were used in the data collection process. According to the analysis, the project's information and technological design elements had the biggest influence on its sustainability.

In Nairobi County, Kenya, Mkutano and Sang (2018) also looked at the relationship between project management and the accomplishment of NGOs' efforts. Three theories served as the foundation for the research: agency, theory of limitations, and contingency theory. Utilizing questionnaires, data was gathered from one hundred NGOs operating within Nairobi County. The researchers employed descriptive statistics. According to the study's findings, project performance was enhanced by employing efficient project management techniques as project planning, communication, evaluation, monitoring, and stakeholder involvement. According to the researchers, prior to the start of a proposed project, it was crucial to establish clear management and communication structures. On the other hand, poor quality, timetable delays, overruns in budget and project design were issues that arose throughout the implementation of project management techniques. The need of active communication throughout the project design process was stressed. To ensure that the community and stakeholders understand the importance of project planning, execution, and monitoring at all levels, education must take place throughout the project design process. Mkutano and Sang (2018) stress the need of incorporating stakeholders into pre-implementation discussions, as well as incorporating their viewpoints into project design and execution.

However, despite all these studies made by different scholars, there was a serious gap in identifying population that was being studied or investigated. There was some kind of biasness when it came the target population hence there was need to improve. Apart from stakeholder involvement, there are other factors to project success that have not been highlighted by these scholars during their study. As well the method of data collection was bias to use of questionnaires only while there are ither method of data collection like interviewing that could be employed.

2.3.2 Project planning on Implementation of Community Based Organization Projects

Waithera and Wanyoike (2015) investigated the factors that influence the M&E outcomes of youth initiatives in Kenya's Bahati Sub-County. Its objectives were to assess M&E project planning and design, as well as the impact of politics on performance. The cross-sectional analytic research approach was used in the study, and questionnaires were used to collect census data. The study found that the performance of youth projects was decided by carefully planned strategic plans for monitoring and assessment. One noteworthy gap was that project performance did not appear to be strongly connected with stakeholder involvement in project planning and design. According to

the report, political influence influences the bulk of monitoring and evaluation activities, with political interference often emerging from the government.

Every stage of a project's execution requires monitoring. The project team and all stakeholders should be able to understand M&E plans that are detailed but also very straightforward and realistic. It should be both inclusive (including all parties involved in the project at all stages of implementation) and thorough (establish a systematic approach to project M&E that tracks all project activities from beginning to completion of the project cycle). It's important to note that M&E planning can estimate expenses, staffing, and particular resources needed for measurement and reporting activities.

Ndege (2016) looked into how evaluation and monitoring procedures affected the effectiveness of a program for women's rights in Mombasa's Changamwe district. Budget, strategic plan, stakeholder analysis, logical frameworks, and indicators matrix were the five research areas around which the study was built. It was found that the budget for M&E is essential to achieving objectives and ensuring the projects and M&E's overall performance. Recall that M&E planning consists of more than just budgeting.

In Starehe Sub-County, Wachaiyu (2016) performed research on the variables that affected development project success. The descriptive survey was utilized as a guide for this research study to determine team strengths, budgetary allocation, procedures, and strategies. It was discovered that different projects had different project completion factors. According to the study, a stronger team produced better results. This study's findings regarding M&E plans revealed that they helped projects succeed. An efficient M&E strategy improved stakeholders' comprehension of project schedules, allowed for easier staffing and work scheduling, and allowed for the specification of data gathering methods to be used.

Wambua (2018) was interested in the educational activities in Makueni County for his research. The research's guiding concepts were training staff, incorporating stakeholders, planning, and how the baseline survey affected the efficacy of the education program. The research was descriptive survey-based. Planning only had a marginal impact on performance, it was concluded. The authorities supported M&E and a budget was planned for its implementation. The most likely sources of accurate input for decision-making are trained individuals and stakeholders who have a

significant impact on performance. The elements investigated here show a knowledge gap about how issues like leadership styles and resource allocation, among others, affect performance.

2.3.3 Building M&E Capacity and Implementing Community-Based Organization Projects

Njuguna (2016) investigated factors influencing the effectiveness of M&E systems in NGO-funded educational initiatives in Kenya. Using a descriptive survey, the study found that funding constraints and a lack of capacity development significantly impact M&E system effectiveness. The success of M&E is influenced by various factors, including the source of funding for staff training, the percentage of project expenses allocated for M&E, budget adequacy, funding reliability, judicious fund utilization, and the project lifecycle stage at which M&E planning occurs. Most NGOs allocate sufficient funds for oversight and assessment. The study explored the relationship between M&E budgets and performance but did not delve into behavioral aspects, such as the impact of M&E on CBO sustainability.

One M&E constraint identified by Lemma (2017) is a lack of M&E capacity building, which emerges as data discrepancies and inconsistencies in reports. The biggest impediment is a lack of enough resources for M&E training courses and executions. The inquiry used both a survey method and a descriptive methodology. According to the report, M&E differs each organization and is primarily influenced by contributors. Additionally, the majority of respondents thought that the environment was unfavorable for M&E activities. According to the study's findings, businesses with significant M&E budgets tend to be more efficient and develop their workforce's capability. By ensuring M&E is carried out according to plan, this will probably encourage independence.

In Embu North Sub County, Njeru and Wanyonyi (2018) looked at how monitoring and assessment techniques affected how effective medical camp operations were. Determining the impact of M&E system deployment and capacity development on the accomplishment of medical camp programmes was one of the study's objectives. The inquiry employed a cross-sectional method and a descriptive design. The results showed that financing for M&E capacity building and the implementation of M&E systems both positively affect the effectiveness of medical programmes. Given the budgetary constraints faced by most project managers, it was recommended that M&E operations be given careful priority.

When examining staff training on project management, Josephine (2014) concluded that training had a greater impact on managing project funds. This is in line with Taylor's (2006) contention that companies should be picky about whom they include on their project team and make sure they have the necessary education, training, and experience. According to Obisi (2011), some organizations tend to redirect money intended for employee training which is believed to be expensive to other endeavors. According to Perrin (2018), the organization must also spend money on experts who will support evaluations and help. Technical support is thought to present opportunities for lifelong learning. Additionally, consultants are less likely to be swayed by intimidation, have fewer conflicts of interest, and are more objective.

In Kenya's Bahati sub-county, Waithera and Wanyoike (2015) looked into how M&E can impact the success of youth-funded agriculture programs. The study's objective was to ascertain whether staff training has an effect on how M&E is conducted. Training clearly prepares monitoring and evaluation experts for their jobs, and worker direction influences how M&E tasks are carried out. However, it soon became clear that many youth organizations lacked formal M&E training, raising the demand for programs to improve assessment capabilities. The findings revealed a good and significant relationship between training and M&E performance. The current study sought to ascertain how job descriptions, in addition to training, influence M&E practice.

Sugal (2017) evaluated the elements affecting the successful execution of the CDF projects carried out in the Balambala Constituency. The researcher wanted to determine if project design, management training, monitoring, and assessment had any impact on successful implementation. Using the descriptive design, he discovered that: omitting stakeholders resulted in a large number of unsuccessful and meaningless projects. M&E is critical to project execution. Management training was proven to be effective for improving managers' talents, making them more dynamic and adept at problem resolution. This study was carried out in the Balambala District, and similar research in a different constituency with comparable demographics could either support or refute the findings, leaving a knowledge gap.

2.3.4 Data Management and Dissemination on Implementation of Community Based Organization Projects

As per Craig Stedman and Jack Vaughan (2019), data management entails the activities of utilizing, storing, arranging, and preserving the data produced and collected by an organization.

The goal of the numerous tasks that compose the data management process is to ensure that the data is available and accessible. Utilizing data is necessary to make informed project decisions, and data is a valuable resource. On the other hand, poor data management can lead to inconsistent and incompatible data sets as well as poor data quality, which can lead to the company's collapse. Whether or not the M&E process is successful will depend on the actions necessary to share the information. Usually composed of significant stakeholders, the financing agencies ask for progress reports on the projects they have financed. When giving the funding agencies information, equilibrium between the project's accomplishments and failures must be maintained. The project's participants must also be informed of the project's outcomes (Ebrahim, 2010).

Wachamba (2013) examined the variables that affect efficient monitoring and evaluation in Nairobi City, with an emphasis on personnel competency, training, data management, information sharing, and managerial impact. The study, which involved eight NGOs in Nairobi County, revealed difficulties in using the M&E system as a result of tool and technique selection. The study underscored the pivotal function of data management and information exchange in augmenting the development and efficacy of M&E systems. Even though there were some problems with the system's implementation, staff competence and capacity building were enhanced by efficient data management. Improving data gathering and reporting techniques for M&E experts has been shown to be a significant component in the effectiveness of M&E systems.

The reporting process is complete after data is converted into information that decision-makers can understand, as recommended by the World Health Organisation (2010). In order to help planning and policy formation, reports should be customized for different levels of the health system and written for technical specialists. Presenting information in a way that experts from various healthcare industries can understand is essential. According to WHO (2010), the rate at which information is shared dictates the degree of advancement, thus users' information demands and planning cycles must be taken into account. According to WHO (2010), information technology provides options for focused information distribution, and organizations can hire communication professionals for successful information packaging.

2.3.5 M&E Practices and Implementation of Community Based Organization Projects

The implementation of projects is greatly impacted by efficient M&E practices in NGOs and CBOs in Kenya and other African countries. Previous research indicates that initiatives without specific

M&E strategies perform poorly in terms of scheduling, scope, and resource use. CBOs may execute projects more effectively by utilizing M&E best practices. In Nakuru, Kenya, Mushori (2015) looked into how technical capacity affected the M&E execution of county government-funded infrastructure projects. The study underlined the significance of correctly classifying and allocating tasks, stressing the need of technical skills for developing, implementing, and comprehending educational programmes. Monitoring and evaluation staff members encounter difficulties in the absence of these abilities. To improve M&E quality, professional deficiencies must be filled and technical skills must be developed in accordance with the needs of the current environment.

In her 2016 study, “The effects of M&E systems on project execution in Kenyan Construction," Shihemi showed how useful evaluations are for gathering information about project objective deviations and resolving new problems. The study's goal was to assess how the project's overall effectiveness was impacted by public institution performance appraisals. Purposeful sampling was employed to choose individuals for interviews. The study found that efficient reviews enhance project success. Reviews help to correctly depict what occurred. This is congruent with the goal of meta-evaluations, which acknowledge that assessments are imperfect and should be evaluated to ensure consistency and raise assessment demand. As a result, many companies now need formal peer or expert judgment on reports before they are made public as part of quality control.

The amount of monitoring items should be whittled down to a manageable minimum, providing sufficient data for the project's pilot phase while not requiring excessive resources from the project's budget and labor force (Sabatini, 2002). M&E is essential because, according to Kothari (2004), monitoring typically tracks and documents project implementation and resource use. This enhances accountability to stakeholders throughout the implementation phase. Evaluation is done to establish whether a project has met its objectives, relevant, and sustainable as a long-term endeavor, and it links the project's results to its originally planned objectives. Ravhura (2010). Formative and summative evaluations are two different types of evaluation. Formative analysis focuses on the project's advantages, disadvantages, and some of its difficulties, independent of whether the plan can achieve the goals or needs to be revised (UNICEF, 2019). Summative assessment, on the other hand, focuses on the program's results when evaluating participants. This contrasts with formative evaluation, which highlights the participants' growth at a specific point in time.

2.4 Implementation of Community Based Organization Projects

Community-based organizations primarily function inside the local community and are headed by individuals who are also members of the community, according to UNHCR Innovation Service (2020). They frequently encounter difficulties managing and carrying out their mandate. In community-based organizations, where there are specific tasks including efficient project teams, staff reporting systems, and issue prioritization, project implementation functions are quite prevalent. These are unmistakable assets that contribute to the success of community-based organizations. However, there are several aspects of project execution that are not working effectively in community-based organizations, such as giving project managers control over resources, managing budgets and timetables when working on projects, and monitoring and evaluation, which are there but rarely used. Community-based organizations must improve their monitoring and evaluation techniques in order to improve project implementation. Doing so will enable them to scale up the amount of funding and staff needed for projects. Community-based organizations need to scale up their M&E functions and implement M&E systems that help monitor project effect.

An efficient project accomplishes its objectives, completes its scope, and adheres to its financial and schedule constraints. Effective project M&E is often one of the elements of strong

performance. By documenting lessons learned from the implemented project and applying them to the planning and execution of future projects, or by sharing experiences with other implementers, it promotes organizational learning. Additionally, it gives the stakeholders a way to be held accountable and transparent (World Bank, 2021).

Khan (2000) asserts that there are both straightforward and complex aspects that contribute to a project's success, some of which are under the project manager's direct control and others of which are external dangers. While the majority of these problems can be resolved during deployment through monitoring, some of them require immediate attention. Therefore, it is crucial to incorporate elements that directly affect a project's ability to be implemented successfully. Asian Development Bank defines projects as investments that should provide a return (2010). As long as it is economically feasible, the primary goal of project execution should be to allow for the smooth flow of goods, services, and outcomes. Furthermore, ABC (2010) notes that the four key criteria that influence how well initiatives are carried out are funding, efficient money management, capacity building, and program monitoring and evaluation.

Independent Variables

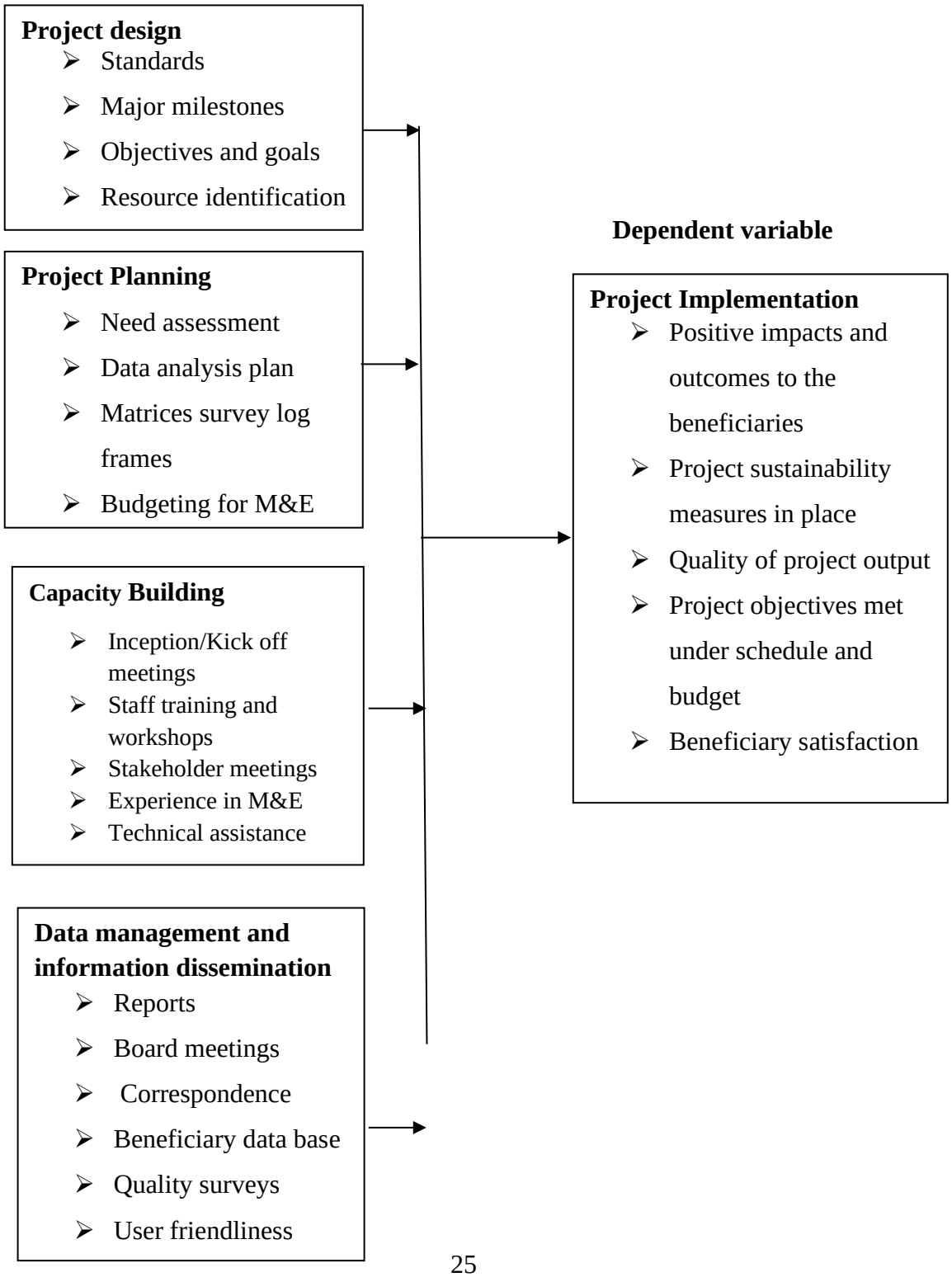

Figure 1: Conceptual Framework

Knowledge Gaps

Table 1: Research gaps in the Literature Review

Author	Study	Methodology	Findings
Kithinji (2019).	Enhancing evaluation capabilities and improving M&E methods within NGOs in the Central and Eastern Counties of Kenya.	Interviews corroborated with secondary Data.	ECB plays a significant role in advancing M&E practices, with policies and guidelines being a crucial component. However, the implementation of these policies in NGOs lacks a structured approach.
Njeru & Wanyonyi (2018).	The impact of M&E approaches on the efficacy of medical camp initiatives in hospitals in Kenya: a case study of Embu North Sub-County	Descriptive survey research design	The performance of medical projects is enhanced by effective budgeting for monitoring and evaluation (M&E) and the implementation of M&E systems.
Perrin (2018)	Managing the Pressure of Altered Reports: Is it Appropriate for Evaluators to Remain Unaffected by Criticism?	Descriptive research design, stratified sampling, interview	- Evaluators need to embrace criticism and fulfill their responsibility to communicate the truth. Involving external experts is crucial in evaluations. Relying on consultants doesn't assure evaluation independence.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter describes the methodology and procedures employed in this investigation. It specifically discusses the target population, sample size, sample technique, instrument reliability and validity, data analysis, ethical considerations, and variable operationalization. It also discusses data collection methods and tools.

3.2 Research design

A descriptive survey research approach was utilized in this study to explore the effects of M&E on the implementation of CBO initiatives. According to Cooper and Schindler (2000), a descriptive research design reveals the where, when, who, what, and how much of a phenomenon exists. The descriptive approach was appropriate for gathering views, opinions, perceptions, and M&E practices that could influence CBO project implementation.

3.3 Sample size and population target

3.3.1 Target Population

This research focused on Ushirika Foundation, a community-based organization implementing projects in Kibera slums. 52 people made up the entire accessible target population for this investigation. of staff comprising of CBO director, project coordinators, M&E officers, and other staff of the CBO. ***Table 2*** shows the breakdown of the number of employees in each category.

Denscombe (2014) identifies the target population as the entire interest group's target population. Topic that will supply the data needed to develop conclusions. The complete group of persons the research study is taking into consideration for study or investigation is what Sekaran and Boigie (2014) designated as the target population.

3.3.2 Sample Size

The sample size is the number of objects to be chosen from a target population. A representative sample accurately represents the population from which it was drawn. In 2004, according to Kothari. The sample size for this investigation was calculated using Krejcie and Morgan

(1970). As shown in table 2, 45 respondents were picked from a target group of 50 staff members..

3.4 Sampling Procedure

The method by which a researcher chooses the items for the sample is known as the sampling procedure. Each category's respondents were chosen using a straightforward random sampling method. A straightforward random sample approach made it possible for every employee to participate in this study on an equal basis. To be more precise, this is accomplished by writing down the number of employees in each category on paper and then randomly selecting the necessary sample. The sample size was determined by the numbers chosen, as Table 3 below illustrates. The small target population allowed for the possibility of this procedure. After that, phone calls were made to the chosen sampling unit to set up interview times. While the majority of respondents were interviewed during the first attempt, some had to be followed up with on the second and third attempts in some instances.

Table 3: Target Population and sample

Staff category	**No.**	**Sample size**
CBO director	1	1
Project coordinators	6	5
M&E officers	10	9
CBO staff	35	30
Total	**52**	**45**

Source: CBO records, 2022.

3.5 Methods of Data Collection

In this study, questionnaires were employed as the survey method.. The questionnaires could be administered only once thanks to the survey method, which was also incredibly simple to use.

3.5.1 Questionnaire

A self-administered questionnaire was utilized in this study to collect quantitative information from foundation respondents. The use of a questionnaire was appropriate in this investigation because every participant in the study was literate and able to read, grasp, and complete the questions. Respondents were required to complete surveys as part of this research. The closed-ended questions were designed to capture data on a 1-5 likert scale. Respondents expressed their level of agreement with each section's claims, which improved the results.

3.5.2 Pilot Study

A pilot study is a brief experiment that is carried out before the main research project. Its objective is to evaluate the suitability of the data collecting instrument, in this example a questionnaire, and the study strategy. By piloting the tool, the researcher was able to estimate how long it would take and how well the respondents understood the questions. Following a pilot study, some modifications were made to the data collection tool, particularly to the questions' structure. For example, questions that were stated negatively were rephrased to make them clearer. Furthermore, unclear questions were clarified with the assistance of peers and academic advisors.

In an initial study, a deliberately selected small sample was chosen to offer insights into what could be anticipated from the eventual sample size. This pilot sample shared characteristics with the target demographic but was not incorporated into the final sample. Its purpose was to encompass the full spectrum of potential responses from the organization's employees (Wilsson and Sapsford, 2006).

3.5.3 Validity and Reliability of Instruments

This illustrates how well a research tool accomplishes its goal and measures what it is supposed to measure (Biddix, 2016). Since many survey components are standardized, some respondents may view them inaccurately. To address this issue and pre-test questionnaire items, a small sample of participants will participate in a pilot study. Whether research instruments can be trusted to produce accurate results can be ascertained with the aid of a pilot study. It also draws attention to issues with the questionnaire, allowing the researcher to enhance its usefulness in

gathering important data. The supervisor's expertise was sought to ensure that the study instruments met the construct, content, and criterion validity standards.

The Cronbach Alpha Coefficients were used to measure the tool's reliability, and the overall coefficient was 0.7, indicating that the items used were consistent and hence reliable. Furthermore, the dependability of specific items in each objective measuring method was evaluated. This is consistent with Yin's (2017) recommendation of 0.7 and higher as the criterion for determining reliability assessed by the researcher using the completed questionnaire.

Table 2: Reliability results

	No. of Items	**Cronbach Alpha (Cronbach's Alpha) Coefficient**
Project Implementation	6	.843
Project design	4	.891
Project Planning	4	.833
Capacity building	4	.783
Data Management	4	.792

3.6 Data Analysis

Prior to analysis, quantitative data from this study were cleaned and coded. The data was managed using SPSS V26. In particular, percentages, frequencies, and averages were employed in a descriptive analysis of objective one. Objective two's descriptive analysis evaluated how project planning influenced the implementation of CBO projects. Descriptive analyses were also conducted for objectives three and four, employing frequency tables, percentages, and cross-tabulations. Table 5 outlines a comprehensive data analysis. The findings of the analysis were presented through frequency tables and percentages.

3.8 Ethical Considerations

A set of guidelines that directs one's research designs and principles are known as ethical considerations in research. These could include permissions from the authorities, discretion, anonymity, and voluntary involvement. The researcher encountered and addressed the following ethical problems in this study.

Prior to starting the data collection process. I requested for a letter from the UON, a research permit from NACOSTI (ref no. 277591), approval from the organization conducting the study, and consent from the local authorities to conduct the study. Among the ethical concerns in research is informed consent, which the investigator had to address. The investigator sought the consent of those who participated in the research by explaining what the study was about and requesting if they could participate.

Because confidentiality is essential, the investigator had to ensure that the responses of the respondents stayed with him. They were informed that the researcher would preserve complete confidentiality in dealing with responses. Anonymity is a critical ethical concern in research, and the name of a responder should never be revealed. The investigator assured the respondents that their identity would remain anonymous even after the study. Information privacy was made sure by nit sharing any information or response given by any of the respondents with anyone. The information they submitted was exclusively used for the purposes of the study.

3.9 Operationalization of Variables

Table 5 displays the link between the factors as well as the relevant indicators.

Table 3: Operational Definition of Variables

Objective	Variable	Indicators	Measurement Scale	Data analysis technique	Tools of data analysis
Independent Variable					
To investigate the impact of project design on the execution of projects by Community Based Organizations in the Kibera Slums of Kenya.	Project design	Standards Major milestones Objectives and goals Resource identification	Nominal Ratio, ordinal and interval	Descriptive and inferential analysis	Percentages Frequencies
To examine the influence of project planning on the execution of projects by CBO in the Kibera Slums of Kenya	Project planning	Need assessment Data analysis plan Budgeting for M&E Strategic planning	Nominal Ratio	Descriptive and inferential analysis	Percentages Frequencies
Capacity building M&E on the implementation of projects by CBO projects in the Kibera Slums of Kenya.	Capacity building	Staff training Kick off meetings Stakeholder meetings Experience in M&E	-nominal Ratio	Descriptive and inferential analysis	Percentages Frequencies
To examine how data management and dissemination		Reports	-nominal Ratio	Descriptive and	Percentages Frequencies

influence Implementation of CBO Projects in Kibera Slums, Kenya	Data management	Board meetings Correspondence Beneficiary data base Quality survey		inferential analysis	
Dependent Variable					
Implementation of Community Based Organization Projects in Kibera Slums, Kenya		Project goal achievement Project sustainability Timeliness Good quality Positive outcomes		Descriptive analysis	**Descriptive** Percentages Frequencies

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter contains the study's findings, analysis, and discussions. It contains information on the percentage of questionnaires returned, the respondents' demographics, how they are distributed in terms of age, gender, and education level, as well as monitoring and assessment procedures. The discussion and results are arranged thematically according to the study's particular goals.

4.2 Questionnaire Return Rate

The number of participants in research determines its success primarily because a low response rate may restrict the applicability of the findings. 42 of the 45 persons who were meant to participate in this study returned the questionnaires. This means that the return rate is 93%. Table 6 displays the response rate findings. It was determined that this return percentage was sufficient for the analysis, conclusion, and suggestions made by the study. Over 70% is regarded as a very high response rate, according to Mugenda & Mugenda (2008).

Table 4: Response Rate

Category	**Frequency**	**Percentage**
Completed and returned	42	93
Not returned	3	7
Total	**45**	**100**

4.4 Demographic Characteristics of Respondents

Respondents in this study ranged widely in age, gender, and level of education.

4.4.1 Distribution of Respondents by Age

Respondents in this survey ranged in age from 18 to 65 years old. The inclusion of respondents from various age groups allowed for the normal distribution of data. ***Table 7*** shows the percentage of responses by age.

The respondents' age ranges were requested to be filled in. This is significant since it allows the research to determine whether the distribution of respondents was typical. The results are shown in ***Table 7.***

Table 5: Distribution of respondents by age

Age	Frequency	Percent
20-29	4	9.5
30-39	26	62
40-49	7	16.7
Above 50	5	11.8
Total	42	100

According to these findings, 90.5% of respondents were older than 30. These ages demonstrate that, in contrast to the negligible percentage of young people questioned, the majority of those interviewed were responsible adults advancing in their careers. As a result, the bulk of those surveyed were working individuals who could provide precise responses. The responders had sufficient knowledge and expertise to offer the M&E information that was required.

4.4.2 Percentage Response by Gender

Both genders were fairly represented in the study, which aided in the collection of reliable information from various gender viewpoints.

Table 6: Distribution of respondents by gender

Gender	Frequency	Percentage (%)
Female	16	38%
Male	26	62%
Total	**42**	**100.0%|**

According to ***Table 8***, the majority of respondents (62%) were men, with the remaining respondents (38%) being women. This indicates that respondents of both sexes participated in the study. This study suggests that, in comparison to women, most men in economically disadvantaged communities typically have access to employment.

4.4.3 Percentage answer broken down by educational attainment

More than 90% had a certificate and above education. These were people with better understanding of the phenomena under investigation and could respond well to the questionnaires because of their ability to read, write and understand. They were knowledgeable on the study.

Table 7: Distribution of respondents as per academic qualifications

Category	**Frequency**	**Percent**
Primary	1	2.4
Secondary	3	7
Certificate	3	7
Diploma	18	43
Degree	15	36
Postgraduate	2	4.6
Total	42	100

Table 9 above shows that the majority of respondents (43%) listed a diploma as their greatest level of education, with an undergraduate degree coming in second (36%). Primary certification accounted for 2.4% of the total. This indicates that the majority of sample respondents were aware of the study's aims and understood them in order to supply the data required to answer the questions.

4.5 Implementation of community-based organization projects

The assignment given to the participants was to rank the degree to which the ideas in ***Table 4.6*** align with the Implementation of community-based organization projects. These results are tabulated in ***Table 4.6***.

Respondents were presented with six components as indicators of project implementation in order to evaluate the implementation of community-based organization initiatives. Respondents used a 5-point category scale to answer questions on a Likert scale ranging from strongly agree (5) to strongly disagree (1). This data was further evaluated and consolidated in ***Table 10*** based on the percentages, averages, and standard deviations.

Table 8: Implementation of community-based organization projects

STATEMENTS	1	2	3	4	5	Mean	SD
CBO projects are completed on time as per the set schedules due to effective M&E practices.	26.7%(11)	33.3%(14)	11.7%(5)	16% (7)	12.3%(5)	2.53	0.632
CBO projects are completed within the approved budgets	8.4%(4)	13% (5)	16% (7)	36.3%(15)	26.3%(11)	3.90	0.722
Good quality projects are implemented by the CBO as a result of effective M&E practices	10.7%(4)	14.3%(6)	11.3%(5)	37.1%(16)	26.6%(11)	3.84	0.697
Project goals are always achieved by the M&E interventions in place	9.3%(4)	13.4%(6)	23.3%(9)	28%(12)	26%(11)	3.51	0.896
Projects implemented meets user expectations	10.3%(4)	12.4%(5)	14.3%(6)	36%(15)	27%(12)	3.81	0.736
Projects in place are sustainable as a result of effective M&E practices.	10.0%(4)	16%(7)	17%(7)	33%(14)	24%(10)	3.74	0.764

Composite and composite mean	**3.55**	**0.741**

N=42

The execution of projects involving community-based organizations is the main topic of ***Table 10.*** The study participants disagreed that CBO projects are completed on time and according to schedule because of effective M&E practices, based on the findings shown in the table (Mean=2.53, SD=.632). The participants concurred that the CBO implements high-quality projects as a result of efficient M&E procedures (Mean=3.84, SD=.697) and that projects are completed within the authorized budgets (Mean=3.90, SD=.722). Furthermore, the M&E interventions in place consistently result in the achievement of project goals (Mean=3.51, SD=.896). Additionally, participants agreed that implemented projects meet user expectations (Mean=3.81, SD=.736) and that successful M&E practices ensure that ongoing projects are sustainable (Mean=3.74, SD=.764). The composite mean for each construct was 3.55, indicating that the majority of respondents moderately agreed that community-based organization projects were executed well as a result of M&E. Furthermore, the smaller the SD, the more respondents agreed with the phenomenon under investigation. According to table 11, more than 60% of respondents felt that projects implemented at the business are successful, of high quality, and are in place as a result of effective M&E procedures.4.6 M&E design and Implementation of community-based organization projects

This study aimed to investigate how M&E design influences community-based organization project implementation. The degree to which the claims made about the influence of M&E design correlated with the execution of community-based organization projects was thus graded based on the responses.

4.6 M&E design and implementation of community-based organization projects

A five-point rating system was used to collect the respondents' opinions. Respondents were presented four components as markers of the M&E design's impact. Using a Likert scale that went from strongly disagree (1) to strongly agree (5), they assigned ratings to each statement. ***Table 11*** provides a summary of this data after it was further examined using the respondents' percentage frequencies, means, and standard deviations.

Table 9: M&E design and implementation of community-based organization projects

STATEMENTS	1	2	3	4	5	Mean	Std. Dev.
Project quality standards are designed out before implementation of projects.	9.6%(4)	12.7%(5)	16.4%(7)	38.6%(16)	22.7%(10)	3.72	0.687
There is identification and definition of key milestones before commencement of the projects.	7.7%(3)	13.3%(6)	15%(6)	40%(17)	24%(10)	4.11	0.761
The CBO sets Key project goals and objectives.	8%()3	14.3%(6)	16.3%(7)	40.3%(17)	21.1%(9)	3.95	0.635
Key resources required for the projects are identified before commencement of the projects	7%(3)	12.7%(5)	15.3%(6)	37.3%(16)	27.7%(12)	4.09	0.611
Composite SD and Composite Mean						**3.97**	**0.674**

N=42

The study results on community involvement in project design and implementation of community-based organization projects are displayed in ***Table 11.*** The study participants were somewhat in agreement that key milestones are identified and prior to the start of the projects, project quality standards are developed (Mean=4.11, SD=.761), and project quality standards are designed before project implementation (Mean=3.72, SD=.687). The participants reached a consensus that the CBO establishes crucial project goals and objectives (Mean=3.95, SD=.635) and that essential resources needed for the projects are identified prior to their start (Mean=4.09, SD=.611). Most of the respondents moderately agreed with the constructs, according to the composite mean of all the constructs, which is 3.97. This suggests that the

CBOs did a sufficient job of designing the M&E. The standard deviation of each factor was low, indicating individual responses were closer to the mean. As well, the smaller the SD, the more respondents tended to agree with the phenomenal under study. From table 12 above, more than 60% agreed that project implementation is dependent good M&E practices.

4.6.2 Correlation analysis of M&E design and implementation of community-based organization projects

The link between M&E design and the execution of community-based organization activities was investigated using a correlation analysis. The dependent variable in this association's computation was the completion of community-based organization projects, whereas the main variable was the M&E design scores. Table 12 displays the analysis's findings.

Table 10: Correlation analysis of M&E design and Implementation of community-based organization projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.803[a]	0.701	0.632	0.555

Predictors: (*Constant*), influence of M&E design, Dependent variable: implementation of community-based organization projects

Table 12's R value of 0.803 indicates a strong positive effect of M&E design on the execution of projects involving community-based organizations. R2 indicates that M&E design accounts for 70.1% of the variation in community-based organization project implementation.

4.6.3 Regression Analysis of model summary of M&E design and implementation of community-based organization projects

As indicated in Table 13, the study employed regression analysis to ascertain the extent to which M&E design influenced the implementation of community-based organization projects and to explore if M&E design was a major predictor of project implementation.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.803[a]	0.701	0.632	0.555

Predictors: (*Constant*), influence of M&E design, Dependent variable: implementation of community-based organization projects

According to ***Table 13***, the R value is 0.803, indicating a significant positive impact of M&E design on the execution of projects involving community-based organizations. R2 indicates that M&E design accounts for 70.1% of the variation in community-based organization project implementation.

An ANOVA test was also performed to see if M&E design was a significant predictor of community-based organization project implementation. ***Table 14*** presents a summary of the findings.

Table 11: ANOVA of influence of M&E design and implementation of community-based organization projects

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.132	1	43.132	110.113	0.000[b]
	Residual	79.411	41	.574		
	Total	122.543	42			

a. Dependent Variable: Implementation of community-based organization projects

b. Predictors: (Constant), Influence of M&E design

From ***Table 14*** where [F (1, 41) = 110.113, P<.05] it is evident that M&E design influences implementation of community-based organization projects and thus a significant predictor.

4.7 M&E planning and Implementation of community-based organization projects

The study's goal was to see if M&E planning affected how community-based organization projects were carried out.

Table 15 summarizes four opinions on the impact of M&E planning. The scale contained five points: highly agree (5 points) to strongly disagree (1).

Table 12: M&E planning and Implementation of community-based organization projects

STATEMENTS	1	2	3	4	5	Mean	Std Dev
Needs assessment are carried out before implementation of projects.	8.6%(3)	12.6%(5)	18.4%(8)	37.7%(16)	22.7%(10)	3.75	0.687
There is a data analysis plan for every project implemented by the CBO.	11.7%(5)	13%(5)	15%(6)	39.3%(17)	21%(9)	3.87	0.711
Budget plans are in place before implementation of any project	7%(3)	8.3%(3)	14.3%(6)	40.3%(17)	30.1%(13)	4.2	0.665

M&E work plans are prepared for all the projects undertaken by the CBO.	13%(5)	22.7%(10)	30.3%(13)	15.3%(6)	18.7%(8)	2.88	0.921
Composite mean and standard deviation						**3.68**	**0.746**

N=42

This section's main topic was the impact of M&E planning and execution on projects involving community-based organizations. The study participants moderately agreed that every project carried out by the CBO has a data analysis plan (Mean=3.87, SD=.711) and agreed that needs assessments are completed prior to project implementation (Mean=3.75, SD=.687). They all agreed that financial arrangements are made before beginning any project (Mean=4.2, SD=.665). Finally, the majority of participants (Mean=2.88, SD=.921) did not know if M&E work plans had been created for every project that the CBO had taken on. The overall mean for all constructs was 3.68, suggesting that participants only somewhat agreed that the CBOs had completed adequate M&E planning. Given the low standard deviation, it appears that the answers were more in line with the mean. The smaller SD, the more respondents tended to agree with the phenomenal under study. As shown in ***table 15*** above, a higher percentage agreed that planning is important in making sure that project implementation is a success in an organization.

4.7.2 Correlation for analysis of M&E planning and Implementation of community-based organization projects

To determine the relationship between the two, the Pearson Moment Correlation Coefficient was used to compute the scores for the influence of M&E planning as an independent variable

and the implementation of community-based organization projects as a dependent variable. Table 16 summarizes and analyses these data.

Table 13: Correlation for Influence of M&E planning and Implementation of community-based organization projects

		Implementation of community-based organization projects
Influence of M&E planning	Pearson Correlation	0.730**
	Sig. (2-tailed)	0.000
	N	42

**Correlation is significant at the 0.01 level (2-tailed). r = 0.730, N = 42, P<.01

Table 16 shows the findings, which show a substantial positive correlation (r=.730 N=42 p.01) between M&E planning and community-based organization project implementation. This connection was used to test the hypothesis that there is no relevant association between M&E planning and project implementation in community-based organizations in the Kibera slums. However, the conclusion is that M&E planning is very crucial in project implementation in CBOs in Kibera slums, and that there is a strong relationship, as indicated in the table above.

4.7.3 Model summary of M&E planning and Implementation of community-based organization projects

Regression analysis was used to calculate a coefficient of determination (R2) in order to determine the degree of influence that M&E planning had on the implementation of community-based organization projects, as well as whether or not M&E planning influence was a significant predictor of project implementation.

Table 14: Model summary of M&E planning and Implementation of community-based organization projects

Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**

1	0.730[a]	0.625	0.501	0.443

a. Predictors: (Constant), Influence of M&E planning

The R value in Table 17 is 0.730, showing that M&E planning has a considerable impact on the execution of projects involving community-based groups. According to R2, the influence of M&E planning accounted for 62.5% of the variation in the execution of projects involving community-based organizations.

An ANOVA test was also performed to see if the impact of M&E planning was a significant predictor of the execution of community-based organization projects. ***Table 18*** summarizes the findings.

Table 15: ANOVA of M&E planning and Implementation of community-based organization projects

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	48.235	1	48.345	99.334	0.000[b]
	Residual	74.308	41	.321		
	Total	122.543	42			

a. Dependent Variable: Implementation of community-based organization projects

b. Predictors: (Constant), Influence of M&E planning

Table 4.14 indicates that the implementation of community-based organization projects is influenced by M&E planning, making it a significant predictor [F (1, 41) = 99.334, P<.05.

4.8 Capacity building for M&E on Implementation of community-based organization projects

The study's purpose was to discover how M&E capacity building affects project implementation in community-based organizations.

Five M&E-related opinion statements were utilized for capacity building, and answers were recorded on a five-point scale ranging from strongly disagree (1) to strongly agree (5). Table 19 shows the results.

Table 16: Capacity building for M&E and Implementation of community-based organization projects

STATEMENTS	1	2	3	4	5	Mean	Std. Dev.
Project inception meetings are held before commencement of any project.	7.6%(3)	13.7%(6)	12.4%(5)	36.6%(15)	29.7%(1)	3.99	0.647
There are efficient staff trainings and workshops on M&E.	23.7%(10)	37.3%(16)	12%(5)	17%(7)	10%(4)	2.41	0.841

Most staff have relevant experience in M&E.	30%(13)	37.3%(16)	15.3%(6)	10.3%(4)	7.1%(3)	2.25	0.855
Our firm sets aside funds for monitoring and evaluation of projects.	13%(5)	16.7%(7)	20.3%(9)	31.3%(13)	18.7%(8)	3.43	0.971
Composite mean and SD						**3.02**	**0.829**

N=42

Table 4.15 displays the study's findings on community-based organization projects and M&E capacity building. The majority of participants (Mean=3.99, SD=.647) agreed that project inception meetings should take place prior to the commencement of any project. The majority of staff members had relevant experience in M&E, although study participants disagreed that there were effective staff trainings and workshops on the subject (Mean=2.41, SD=.841).

Finally, the study's results showed that participants' opinions on the CBO's allocation of funds for project monitoring and evaluation were moderately agreed upon. (SD=.971, Mean=3.43) The overall composite means of 3.02 for all constructs suggests that participants' opinions regarding the value of capacity building for M&E were largely indifferent. Each factor's low standard deviation of less than 1.0 meant that each respondent's response was closer the mean and that capacity building and implementation of projects in CBOs go hand in hand.

4.8.1 Correlation analysis of Capacity building for M&E and Implementation of community-based organization projects

To study the link between the two, the scores for implementation of community-based organisation projects as a dependent variable and capacity development for M&E as an independent variable were determined using the Pearson Moment Correlation Coefficient. Table 20 demonstrates this relationship.

Table 17: Correlation for Capacity building for M&E and Implementation of community-based organization projects

		Implementation of community-based organization projects
Capacity building for M&E	Pearson Correlation	0.711**
	Sig. (2-tailed)	0.001
	N	42

**Correlation is significant at the 0.002 level (2-tailed). r = 0.711, N = 42, P<.01

From ***Table 20*** there was a strong positive association (r=.711 N=42 p<.01) between capacity building for M&E and implementation of community-based organization projects.

4.8.3 Model summary of Capacity building for M&E and Implementation of community-based organization projects

The study employed regression analysis to investigate the degree of influence of capacity building for M&E and if it is a major predictor of project implementation by community-based organizations.

Table 18: Regression analysis for Capacity building for M&E and Implementation of community-based organization projects

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.711[a]	0.662	0.563	0.494

a. Predictors: (Constant), Capacity building for M&E

Table 21's R value of 0.711 indicates a strong positive impact of capacity building for M&E on the execution of projects involving community-based organizations. R2 reveals that capacity building for M&E accounts for 66.2% of the variation in the implementation of projects involving community-based organizations.

To find out if M&E capacity building was a significant predictor of community-based organization project implementation, an ANOVA test was also conducted. ***Table 22*** presents a summary of the findings.

Table 19: ANOVA of Capacity building for M&E and Implementation of community-based organization projects

Model		Sum of Squares	ds	Mean Square	F	Sig.
1	Regression	41.301	1	41.301	65.887	0.000[b]
	Residual	81.242	41	.539		
	Total	122.543	42			

a. Dependent Variable: Implementation of community-based organization projects

b. Predictors: (Constant), Capacity building for M&E

From ***Table 22*** where [F (1, 41) = 65.887, P<.05] it is evident that Capacity building for M&E influences Implementation of community-based organization projects and thus a significant predictor.

4.9 Project data management and dissemination and Implementation of community-based organization projects

The study also sought to ascertain how much project data management and distribution affect the implementation of community-based organization projects in Kenya.

Four opinion statements on project data management and information dissemination were evaluated on a five-point scale ranging from strongly agree (5) to strongly disagree (1) for their influence on the execution of community-based organization projects. The results are shown in ***Table 23.***

Table 20: Project data management and information dissemination and Implementation of community-based organization projects

STATEMENTS	1	2	3	4	5	Mean	Std. Dev.
Various M&E reports are prepared for the project stakeholders.	7.6%(3)	11.7%(5)	12.4%(5)	39.6%(17)	28.7%(12)	3.92	0.657
Board meetings are held regularly to communicate on project progress.	8.3%(4)	10.3%(4)	9.4%(4)	40%(17)	32%(13)	4.26	0.611
Beneficiary data base is kept for all the beneficiaries of the CBO.	10%(4)	17.3%(7)	16.3%(7)	31.3%(13)	25.1%(11)	3.85	0.665
Quality surveys are conducted to establish the success and the outcomes of the project interventions	11.6%(5)	12.7%(5)	17.3%(7)	28.7%(12)	29.7%(13)	3.79	0.621
Composite mean and SD						**3.96**	**0.639**

N=42

This section focused on the level of Project data management and information dissemination and implementation of community-based organization projects. Table 4.18 summarizes the results. The study's most of responders agreed that distinct M&E reports are generated for project stakeholders. (Mean=3.92, SD=.657), board meetings are held regularly to communicate on project progress (Mean=4.26, SD=.611). Participants also moderately agreed that beneficiary data base was kept for all the beneficiaries of the CBO (Mean=3.85, SD=.665).

Lastly, the participants agreed that quality surveys are conducted to establish the success and the outcomes of the project interventions (Mean=3.79, SD=.621). The overall mean for the study was 3.96 which implies that most participants agreed that project data management and information dissemination was well done at the CBO. The low SD of 0.6 also suggested that the respondents agreed that data management and dissemination was done well and is important in implementation of projects.

4.9.2 Correlation for Project data management and information dissemination and Implementation of community-based organization projects

The Pearson Moment Correlation Coefficient was used to compute the scores and examine the relationship between project data management, information distribution, and project implementation of community-based organization projects. as an independent variable for project data management and information distribution, and for the implementation of community-based organization projects.

Table 21: Correlation for Project data management and information dissemination and Implementation of community-based organization projects

		Implementation of community-based organization projects
Project data management and information dissemination	Pearson Correlation	0.643**
	Sig. (2-tailed)	0.000
	N	42

**Correlation is significant at the 0.01 level (2-tailed). r = 0.643, N = 42, P<.01

Table 24 demonstrated a substantial positive correlation (r=.643 N=42 p.01) between project implementation and the influence of information dissemination and project data management. The hypothesis examined in this study was that there is no association between dissemination project implementation and data management in CBO programs. The findings revealed that there is, in fact, a relationship and that it is important to the project's success.

4.9.3 Model summary of Project data management and information dissemination and Implementation of community-based organization projects

Regression analysis was used in the study to ascertain whether project data management and information dissemination significantly predicted the implementation of community-based organization projects and to ascertain the extent to which they had an impact (Table 25).

Table 22:Regression analysis for Project data management and information dissemination and Implementation of community-based organization projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.643[a]	0.582	0.512	0.401

a. Predictors: (Constant), Project data management and information dissemination

Table 4.21's R value of .643 suggests that project data management and information exchange have a considerable impact on community-based organization project execution. According to R2, project data management and information dissemination account for 58.2% of the variation in the implementation of community-based organization initiatives.

An ANOVA test was also performed to examine whether project data management and information dissemination were a significant predictor of community-based organization project execution. The findings are summarized in ***Table 4.22.***

Table 23: ANOVA of Project data management and information dissemination and Implementation of community-based organization projects

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.231	1	31.231	66.763	0.000[b]

	Residual	91.312	41	0.406
	Total	122.543	42	

a. Dependent Variable: Implementation of community-based organization projects

b. Predictors: (Constant), Project data management and information dissemination

From ***Table 26*** where [F (1, 41) = 66.763, P<.05] it is evident that Project data management and dissemination influence Implementation of community-based organization projects and thus a significant predictor.

4.10 Discussion of findings

This section discusses the findings based on the research project's objectives.

4.10.1 M&E design on Implementation of community-based organization projects.

The goal of this study was to determine how much the M&E design effects the execution of community-based organization projects. The findings revealed that M&E design had a substantial impact on the implementation of community-based organization programs. This finding is consistent with a number of research studies, including a 2017 report from the International Labor Organization, which claims that, in addition to the initial analysis and additional implementation considerations, project design includes the development of a monitoring and evaluation plan that is used during implementation. It is critical to build logical frameworks and outcomes frameworks during the design phase in order to connect the design, implementation, monitoring, and evaluation stages. Therefore, smooth project implementation results from well-designed projects. But conversely, side, poorly conceived initiatives present several implementation issues. Taherdoost (2018) highlighted that it's critical to properly design projects from the start if an organization wants to minimize complications related to them. It is observed that project designing positions a project for success from the beginning; Still, for a project to be successful, collaboration is crucial, particularly when project processing stages are concerned.

4.10.2 M&E planning on Implementation of community-based organization projects

The analysis sought to determine how much M&E planning effects the implementation of community-based organization projects. The outcomes demonstrated that M&E planning had a positive impact on how community-based organization projects were carried out. These

results corroborate a number of studies and analyses. For example, the project management team can be coordinated and managed to meet deadlines, according to Badewi (2016). Furthermore, efficient project planning not only keeps all significant stakeholders informed about the project's progress but also keeps the project team motivated and on task. Similar to this, Kerzner (2012) suggested that the planning process helps the project team identify particular issues that need to be addressed, develop a plan of action for doing so, explain to the recipients how the project will have measurable positive effects, and more. Samset and Volden (2016) also demonstrated that project planning entails a number of processes that define how to accomplish a certain goal or set of connected goals mentioned in a community plan or a strategic plan. As a result, Oakes (2016) concluded that rigorous and precise planning is necessary for a project to fulfil its aims.

4.10.3 Capacity building for M&E on implementation of community-based organization projects.

The purpose of this research was to determine the extent to which M&E capacity building influences community-based organization project implementation. The results showed that implementation of projects involving community-based organizations were more significantly impacted by capacity building for M&E. This finding supports Heerden's (2018) study, which discovered that capacity building for M&E is one of the best uses of resources an organization can make to improve both functional skills and overall performance. Building capacity is now highly valued by both the public and private sectors. Dada (2014) claims that capacity building encompasses more than merely teaching staff members in an organization new skills and information; rather, it adopts a comprehensive approach to human development and involves giving people the resources they need for both.

4.10.4 Project data management and information dissemination on implementation of community-based organization projects.

This goal was to determine the extent to which project data management and information dissemination affect community-based organization project implementation. The results showed that information sharing and project data management had a favourable impact on how community-based organization projects were implemented. Fischer and Zigmond (2017), who contend that all project stakeholders must support the need to encourage the sharing of research data, strongly corroborate this finding. One of its primary advantages is its potential for

distribution to support additional research. Researchers can collaborate and enhance each other's findings rather than duplicating them by sharing study data. It also supports a World Health Organization (2010) study that found the timing of information dissemination determines how much can be accomplished in terms of goals. The moment should consider the users' information needs as well as their planning cycles. Organizations might turn to communication specialists for help with information packaging. In addition to communication specialists, information technology provides packages that provide solutions for the delivery of information to certain professionals. This is done to promote a knowledge culture in which the thirst for knowledge is promoted.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter offers a summary of the study's findings, comments, post-study conclusions, and any recommendations the researcher considered were essential. This chapter also highlights the recommendations for further research.

5.2 Summary of findings

The discussion centered on the case study of Ushirika Foundation, examining how monitoring and evaluation methods influence the implementation of community-based organization projects in the Kibera slums. The objectives included assessing the effect of M&E design on project implementation, evaluating the influence of M&E planning, investigating the impact of capacity building, and determining how project data management and information sharing affect community-based organization initiatives.

5.2.1 Implementation of Community-Based Organization Projects

Project implementation by community-based organizations served as the dependent variable for the study. Positive effects and results for the beneficiaries, project sustainability measures

used, the caliber of the project output, the achievement of project objectives within budget and timeline constraints, and beneficiary satisfaction were the variables included under this aim. For example, the majority of respondents, 38.3% concurred that CBO projects are finished within the authorized expenditures. A further 35% of respondents, or the majority, concurred that the projects carried out fulfilled user expectations. However, 33.3% of respondents disagreed with the notion that efficient M&E procedures allow CBO projects to be completed on time and on budget. As indicated by the composite mean of all constructions, which was 3.55, the majority of respondents seemed to agree that community-based organization projects were carried out well as a result of monitoring and evaluation. An ANOVA test was also performed to examine whether M&E design was a significant predictor of project implementation for community-based organizations.

5.2.2 M&E design on implementation of community-based organization projects.

The first goal explored the impact of community involvement in project design on the execution of community-based organization projects. Survey responses indicated strong agreement with the structures, suggesting effective performance in M&E design. The average construct score was 3.97, with a low standard deviation of 0.674, indicating close alignment of individual responses with the mean. A robust positive correlation of 0.803 between project implementation and design was observed, and the p-value (< 0.05) in the correlation table indicated a statistically significant association, leading to the rejection of the null hypothesis. Regression analysis, using a coefficient of determination (R2), demonstrated a substantial positive influence (R value of 0.803) of M&E design on the implementation of community-based organization projects, affirming its significance as a predictor. R2 indicated a variation of 70.1% in the implementation of community-based organization initiatives due to the influence of M&E design. The ANOVA test demonstrated that M&E design influenced project implementation and thus was a major predictor of community-based organization programs.

5.2.3 M&E planning on implementation of community-based organization projects

The researcher also looked at the impact that M&E planning has on the way community-based organization projects are carried out. The average score across all components was 3.68, suggesting that respondents generally believed that the CBOs had done a good job of M&E planning. The responses may have been closer to the mean if the standard deviation was lower. There was a substantial positive correlation of 0.730 for this target. The p-value for this

association was 0.001, which is statistically significant because it is less than 0.05. Rejecting the null hypothesis was done.

5.2.4 Capacity building for M&E on Implementation of community-based organization projects

Determining how M&E capacity building affects the execution of community-based organization projects was the third goal of this research. The overall composite mean of 3.02 for all constructs suggests that participants' opinions regarding the value of capacity building for M&E were largely indifferent. Each factor's low standard deviation of less than 1.0 suggested that each respondent's response was closer to the mean. Additionally, a correlation of 0.711 was discovered, indicating a robust and affirmative association between M&E capacity building and the execution of community-based organization projects. The correlation table revealed a statistically significant association between community-based organization project implementation and capacity building for M&E, with a p-value of 0.001, which is less than 0.05. The null hypothesis was rejected.

5.2.5 Project data management and information dissemination and Implementation of community-based organization projects

The ultimate objective examined the degree to which information sharing and project data management affected community-based organization project implementation. The study's overall mean of 3.96 suggests that the majority of participants thought the CBO did a good job of managing project data and disseminating information. A correlation value of 0.643 was found. This indicates a direct connection between the execution of community-based organization projects and project data management and information sharing. The partnership was fruitful. The correlation table's p-value of 0.001, or less than 0.05, showed that there was a statistically significant correlation between project data management, information sharing, and the execution of projects involving community-based organizations. Rejecting the null hypothesis.

5.4 Conclusion

The researcher looked into the impact of M&E design, planning, capacity building for M&E, project data management, and information dissemination on the implementation of M&E projects for community-based organizations. Each independent variable had a significant impact on how community-based organization programs were implemented, according to the

findings. Every variable had a positive association, with M&E design having the strongest correlation.

As per the study results, M&E design significantly influences the execution of community-based organization initiatives. For instance, a majority of respondents acknowledged that project quality requirements are established before project implementation. Additionally, over 40% of respondents expressed the belief that crucial milestones are defined and communicated before project initiation. The study highlighted a notably positive and significant impact of M&E design on the implementation of community-based organization projects.

In addition, the study revealed that M&E planning had a significant influence on project execution for community-based organizations. According to the study's findings, needs assessments are completed before to project execution, as reported by the majority of respondents; the CBO also employs a data analysis method for each project. Another 55%, or the majority, believed that budget plans are in place prior to project commencement. The effect of M&E planning on the execution of community-based organization initiatives was shown to have a strong positive connection.

Furthermore, the study suggests that capacity training for M&E has a significant impact on community-based organization project implementation. The findings revealed that project inception meetings are held prior to the start of each project and that the CBO budgets for project monitoring and assessment. Participants, however, argued that there are effective M&E staff trainings and seminars. The influence of capacity building for M&E and the implementation of community-based organization initiatives was found to have a substantial positive link.

Finally, the study discovers that project data management and information distribution have a substantial impact on community-based organization project implementation. According to the study, board meetings are held on a regular basis to communicate project progress, and various M&E reports are created for project stakeholders. There was also a considerable positive link between the impact of project data management and information distribution and the implementation of community-based organization projects.

5.5 Recommendations

The following recommendations were made by the study:

1. To expedite project implementation, the CBO's executive management ought to enhance M&E baseline surveys. This can be achieved by creating a plan for the monitoring and assessment of the activity that is directly linked to each level of the log frame, understanding the initial state of affairs before making any interventions, conducting baseline surveys to assess the actual state of affairs before to the commencement of initiatives, and doing such surveys at the beginning of projects.

2. To enhance trainings, continuous project monitoring and evaluation while it is being carried out, and the determination of whether the intended goals were met, the CBO management must allocate additional funds to M&E operations.

3. In an effort to reinforce the data management and distribution function of the M&E, the researcher advises that in any future projects, the community surrounding the CBO needs to be taught on their participation in the project reporting for M&E.

4. According to the study, time schedules should be constructed based on the previously created WBS. A technique for exact activity sequencing should also be followed in order to build precise and realistic timetables. If resource utilization variations are found early, the project team will be able to take the appropriate measures. A project team should be formed to manage resources, particularly material resources, at all times. According to the report, material consumption planning should be prioritized for successful project implementation.

5.6 Recommendations for further studies

More research on the following topics is suggested by the researcher:
1. A follow-up study can be done to determine how donor funding affects the viability of projects run by community-based organizations.
2. A comparable study could be conducted, albeit with a larger focus that includes several CBO-based initiatives.

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Appendix A: Introduction Letter

BETTY ELIVER ACHIENG,

L50/39201/2021

TO WHOM IT MAY CONCERN

RE: QUESTIONNAIRE FOR A RESEARCH STUDY

I'm a Masters in Project Planning and Management student from the University of Nairobi's School of Continuing and Distance Education. I'm conducting research on the influence of Monitoring and Evaluation Practices on Implementation of Community Based Organization Projects in Kibera Slums: A Case of One Girl Can and Ushirika Foundation, Kenya. This is one of the prerequisites for completing the course. I am kindly requesting you to take part in answering the questionnaire attached.

I will use the information you will give for academic reasons only. Kindly fill and return the questionnaires.

Betty Eliver Achieng

L50/39201/2021

University of Nairobi

Appendix B: Questionnaire For Respondents

Kindly tick in the corresponding boxes. Please answer all questions honestly and openly. Your comment will be kept completely private, and you will not be asked to provide your name.

Section A: Demographic Information (Tick appropriately)

1. Tick your gender Male () Female ()

2. Tick your age

20 - 29 ( ) 39- 49Yrs. ( )

30- 39 yrs. ( )
Over 50 Years ( )

3. What is your highest level of education

KCPE ( ) KCSE ( )
Certificate ( ) Diploma ( ) Bachelor's Degree ( )
Master's Degree ( ) PhD Degree ( )

Other specify ( ) ……

Section B: Project Implementation

Please rate your agreement or disagreement with the following assertions about Implementation of Community Based Organization Projects in Kibera Slums. In each question below, please mark () the space that corresponds to the right answer.

Scale: Strongly Disagree represented by 1: Disagree represented by 2: Neutral represented by 3: Agree represented by 4: Strongly Agree represented by 5

	Statement	**1**	**2**	**3**	**4**	**5**
(a)	CBO projects are completed on time as per the set schedules due to effective M&E practices					
(b)	CBO projects are completed within the approved budgets					
(c)	Good quality projects are implemented by the CBO as a result of effective M&E practices					
(d)	Project goals are always achieved by the M&E interventions in place					
(e)	Projects implemented meets user expectations					
(f)	Projects in place are sustainable as a result of effective M&E practices					

Section C: M&E Design

Please tick below statements as regards to M&E design and planning practices by your CBO.

	Statement	5	4	3	2	1
(a)	Project quality standards are designed out before implementation of projects					
(b).	There is identification and definition of key milestones before commencement of the projects					
(c)	The CBO sets Key project goals and objectives					
(d).	Key resources required for the projects are identified before commencement of the projects					

Section D: M&E planning

Please tick below statements as regards to M&E design and planning practices by your CBO.

	Statement	5	4	3	2	1
(a)	Needs assessment are carried out before implementation of projects					
(b).	There is a data analysis plan for every project implemented by the CBO					
(c)	Budget plans are in place before implementation of any project					
(d).	M&E work plans are prepared for all the projects undertaken by the CBO					

Section D: Capacity Building

Please tick the below statements regarding M&E Capacity building for your CBO.

	Statement	5	4	3	2	1
(a)	Project inception meetings are held before commencement of any project					
(b).	There are efficient staff trainings and workshops on M&E					
(c)	Most staff have relevant experience in M&E					
(d).	Our firm sets aside funds for monitoring and evaluation of projects					

Section E: Project Data management and dissemination

Please tick the below statements appropriately.

	Statement	5	4	3	2	1
(a)	Various M&E reports are prepared for the project stakeholders					

(b).	Board meetings are held regularly to communicate on project progress					
(c)	Beneficiary data base is kept for all the beneficiaries of the CBO					
(d).	Quality surveys are conducted to establish the success and the outcomes of the project interventions					

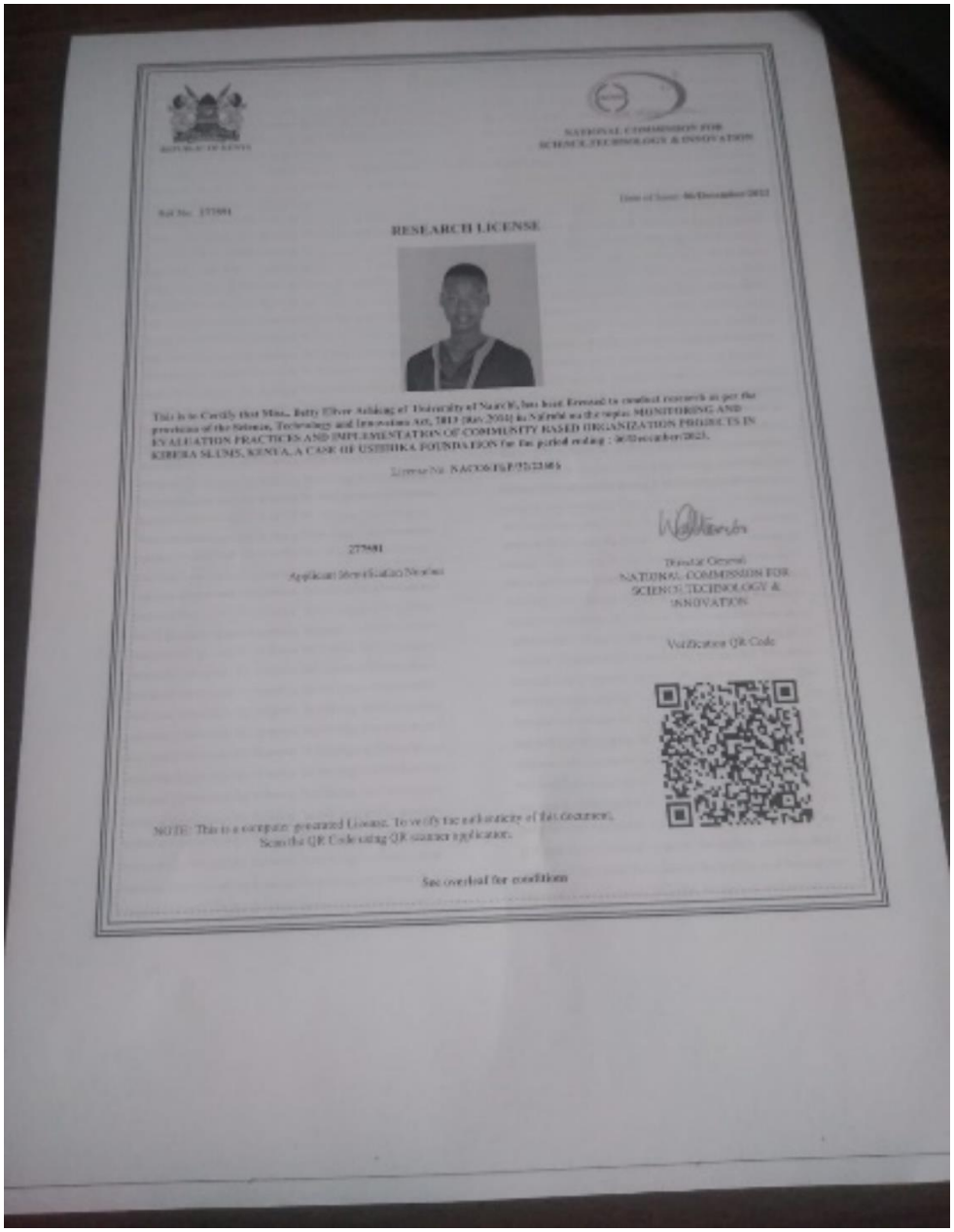
Thank you for your participation

Appendix C: ***Sample size determination by Krejcie & Morgan 1970***

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	**1300**	**297**
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	341
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370

150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Appendix D: Research Permit



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 6th December 2022

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RESEARCH LICENSE

This is to Certify that Miss. Betty Elver Ashiku of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev 2014) in the topic: MONITORING AND EVALUATION PRACTICES AND IMPLEMENTATION OF COMMUNITY BASED ORGANIZATION PROJECTS IN KIBERA SLUMS, KENYA. A CASE OF USHIRIKA FOUNDATION for the period ending : 6th December 2023.

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See overleaf for conditions

Appendix E: Research Authorization Letter

UNIVERSITY OF NAIROBI

FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

OFFICE OF THE DEAN

Telegrams: "Varsity",
Telephone: 020 491 0000
VOIP: 9007/9008
graduatestudents@uonbi.ac.ke
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.
Nairobi, Kenya
Email: *fob-*

Website: ***business.uonbi.ac.ke***

Our Ref: **L50/39201/2021** November 25, 2022

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100
NAIROBI

RE: INTRODUCTION LETTER: BETTY ELIVER ACHIENG

The above named is a registered Masters of Arts in Project Planning Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. She is conducting research on ***"Monitoring and Evaluation Practices and Implementation of Community Based Organization Projects in Kibera Slums: A Case of Ushirika Foundation, Kenya.".***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

PROF. JAMES NJIHIA

DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

JN/jkm